

Impact of Locus Control and The Work Environment on Employee Performance with Self-Efficiency as a Mediation in Paper Companies in East Java

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Impact of Locus Control and The Work Environment on Employee Performance with Self-Efficiency as a Mediation in Paper Companies in East Java

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ABSTRACT

Human resources have a vital role in every organization to survive in the increasingly tough competition. The sophistication of communication technology and its methods will not be meaningful if the existing human resources are not skilled in using all existing facilities. Every existing organization needs human resources which have high performance. This examination is intended to identify the impact of locus of control as well as a workplace on worker performance along with self-efficacy as a mediating adjustable. Within this particular examination, the reliant adjustable is worker efficiency, while the private adjustable is the locus of command as well as workplace as well as self-efficacy as stepping in adjustable. This research study was carried out at a report business in Eastern Java. The information compilation technique was performed by utilizing a demographics method utilizing a survey to ensure that the example amounted to one hundred participants. The outcomes revealed that locus of command possessed a considerable favorable impact on self-efficacy however possessed no considerable impact on worker efficiency. The workplace possessed a considerable favorable impact on worker self-efficiency and effectiveness. On the other hand, self-efficacy possessed a considerable favorable impact on worker efficiency as well as was a stepping adjustable in between locus of command as well as worker performance.

Keywords: Employee Performance, Locus of control, Work environment, Self-efficacy

INTRODUCTION

Competition in the business world in between one business as well as one more business is extremely tight; this needs a business to have the benefit towards contend in regards to item high top premium, sets you back, as well as high top premium personnel. Since they are the ones that start the development of the company as well as could be much a lot extra ideal in accomplishing the objectives collection due to the business, The presence of personnel in a business is essential. To accomplish business objectives, the issues dealt with through administration, particularly business participated in the Report manufacturing procedure, are progressively complicated as well as technical advancements in the age of globalization.

Presently, the issue of administration, particularly for Paper business, remains in basic materials, devices utilized, or even innovation as a sustain, as well as the mindset of workers or even personnel. Personnel is likewise input (input) refined due to the business as well as create outcome (outcome). Personnel is a possession for a business that will certainly create an outcome for the business that's lucrative if properly handled. For that reason, great individual source administration is required to ensure that individual source administration can easily

operate in accordance with business assumptions. Towards recognize personnel towards end up being lucrative possessions for the business, one which is enhancing worker efficiency.

Efficiency is the function that leads to high top premium as well as amount accomplished through a worker in performing his responsibilities complying with the obligations designated towards him (Mangkunegara, 2005). Efficiency is affected through three elements, namely individual, psychological and organizational factors. Individual factors include skills and demographics; psychological factors include perception, learning, motivation, and personality (locus of control and self-efficacy), while organizational factors include work environment, leadership, structure, job design, etc. One of the variables that affect employee performance is the locus of control. This is consistent with the statement of Frucot and Shearon (1997) that performance can be influenced by individual factors, including psychological characteristics, namely locus of control. For this reason, this study is also intended to determine whether employees who work at paper companies in East Java have an interior or even outside the locus of control. In accordance with Slavin (1986), locus of command is a person's characteristics that suggest whether individuals characteristic obligation for their failing or even excellence towards interior elements or even outside elements.

Apart from the locus of control, another factor that affects performance is the work environment. A paper company consists of four processes: raw material, deinking plant, stock preparation, and finishing. Each process division is not in the exact location or separate with different physical and non-physical conditions so that it is possible to create perceptions and influences. Different on employee performance. According to Nitisemito (2002), the workplace is whatever about the employees that can easily affect all of them in performing their assigned tasks. Another psychological factor that affects performance, according to Bandura (1997), is self-efficacy or self-confidence. According to him, self-efficacy is derived from social cognitive theory. In short, this theory states that most of the knowledge and behavior of organizational members are moved from the environment and continuously experience a thought process regarding the information received. This affects individual motivation, attitudes, and behavior. Self-efficacy or self-confidence contributes significantly to the choice of the level of individual goals, which in turn has an impact on goal achievement and will be related to performance (Locke and Latham, 1990).

For this reason, performance appraisal is critical in increasing employee confidence in carrying out each task they are assigned. Employees want and need feedback on their performance, and assessments provide an opportunity to provide feedback to them. If performance is not up to standard, then the appraisal provides an opportunity to review the employee's abilities and develop a performance improvement plan. The function of this particular examination was actually towards analyzing the impact of locus of command as well as a workplace on worker efficiency along with self-efficacy as arbitration in paper companies in East Java.

The idea of locus of control or even command facility was initially placed ahead through Rotter, a social knowing theorist. Locus of command is among the character variables, which is specified as an individual's idea in his/her very personal fate (Rotter, 1990). Zimbardo (1985) conditions that the interior, as well as outside measurements in the locus of command coming from Rotter, concentrate on the technique of accomplishing objectives without taking note of the beginning of these objectives. Somebody that has an interior locus of control will certainly

view the globe as foreseeable as well as private habits contributes to it. On the other hand, people that have an outside locus of control will certainly view the globe as one thing that cannot be anticipated. Also, in accomplishing objectives, private habits will certainly have no function in it.

The work environment is actually whatever that's about the employee that can easily impact the individual worried at the office. The atmosphere consists of illumination setups, sound command, cleansing safety, and safety setups, and plans. The workplace is an element beyond people, each bodily as well as non-physical. The bodily workplace is a problem that exists in the work environment where workers are energetic as well as create their everyday efficiency. The bodily workplace includes illumination, sky trade, sound, tidiness, tinting, and safety and safety. While the non-physical workplace is a job atmosphere that can easily indirectly impact worker morale as well as enthusiasm, consisting of connections in between other workers as well as connections in between workers that count on their capacities view problems as difficulties certainly not risks, prefer to search for brand-brand new circumstances towards collection on their difficult objectives. as well as enhancing a solid dedication in performing their responsibilities, enhancing initiative when dealing with failing, concentrating on jobs as well as thinking about techniques in dealing with problems, rapidly recuperating their feeling of capacity after experiencing failing as well as dealing with risks along with the idea that they can command all of them is the outcome of producing a business environment based upon count on as well as visibility, if the business environment is a visible environment as well as provokes workers towards revealing discontentment as well as the rate of passions without the worry of retaliation.

The qualities of people that have reduced self-efficacy are people that feeling powerless, obtain unfortunate, passive, nervous, maintain far from uphill struggles, quit rapidly when dealing with challenges, reduced goals, as well as weaker dedication towards the objectives to become accomplished, in Challenging circumstances, will certainly have the tendency to consider drawbacks, the value of the job as well as the repercussions of failing as well as are sluggish towards recuperating sensations of capacity after experiencing failing (Bandura, 1997).

Mangkunegara (2005) states that efficiency is the outcome of operating in high top premium as well as amount accomplished through a worker in performing his responsibilities according to provided obligations. Efficiency is a mix of capacity as well as an initiative towards creating one thing inning accordance with established aim ats. Therefore, towards creating great efficiency an individual should have the capacity, the will certainly of an initiative to ensure that each task performed doesn't expertise serious challenges in the atmosphere. The Interior locus of command is connected with a positive mindset in creating enhancements as well as enhancing efficiency (Rotter, 1990). People that have an interior locus of command view on their own as possessing excellent capacities as well as have a higher positive outlook in finishing objectives and jobs. Simply put, people along with interior locus of command tend to have greater self-efficacy. This is sustained due to the outcomes of the research study through Khushk, (2019) as well as Alameeri et al., (2021) which discovered that interior locus of command is favorably associated with self-efficacy.

According to Rotter (1990) locus of control includes an interior locus of command as well as an outside locus of command. Individuals that have an interior locus of command think that exactly just what occurs towards all of them is because of their very personal effect, while individuals that have actually outside the locus of command think that elements that are actually

past their command will certainly impact their habits. Individuals with a high internal locus of control are better able to achieve high levels of performance in a short time and are better able to self-actualize. Through this concept, it can be seen the relationship between self-confidence and job satisfaction. The results of research by Majid & Idris, (2019) which refer to the self-consistency theory state that self-efficacy affects job satisfaction and employee performance. Self-efficacy affects job satisfaction through success in work. This is because individuals with high self-efficacy will be more accepting of difficulties and withstand failure. They generally interpret these failures as a lack of effort put in and keep trying so that they are more likely to achieve valuable results and then result in job satisfaction.

Meanwhile, about performance, self-efficacy will affect one's mindset, emotional reactions in completing work. Individuals with high self-efficacy are individuals who believe in their ability to complete their work appropriately and thoroughly, this individual is also responsible for what he has done. Meanwhile, according to Appelbaum (1996) individuals with high self-efficacy about performance tend to have characteristics, they are quick to learn new skills, have high persistence and effort in the face of setbacks, obstacles, and failures. Thus, individuals with higher self-efficacy will certainly accomplish a much better efficiency since these people have steady, solid inspiration, unobstructed objectives, steady feelings as well as their capacity towards carrying out effective tasks or even habits. Higher efficiency along with higher self-efficacy indicates high job satisfaction

H1: There is a positive and significant influence between locus of control on self-efficacy.

Human behavior in the perspective of social learning theory is closely related to the environment and situation. Given the social learning of human behavior, individual variables and their environment interact continuously and reciprocally, this is called reciprocal determinism (Bandura, 1997). Research by Colquitt et al. (2011) shows that situational characteristics, namely organizational climate, supervisor support, and peer support, have a strong relationship with self-efficacy. This can be explained that individuals who get support from their work environment will be more confident that they can complete tasks according to their expertise.

H2: There is a positive and significant influence between the work environment on self-efficacy.

Locus of command is a person's point of view on an occasion, whether he can easily command the occasions that strike him (Rotter, 1990). Based upon the concept of locus of command, it is feasible that worker habits in dispute circumstances will certainly be affected due to the qualities of their interior locus of command, where the interior locus of command is the viewpoint that all good or bad results are due to actions of capacity and factors within themselves, So it is concluded that performance can be influenced by the type of individual personality. Individuals along with interior locus of command are much a lot extra driven towards the task at hand so that it will improve their performance. The research of Yuwono et al., (2020) states that locus of control has a more dominant effect on the performance of public service officials than organizational culture and public sector policies.

H3: There is a positive and significant influence between locus of control on employee performance.

According to Clement (2000), the workplace is actually whatever that's about workers as well as can easily impact workers in performing designated jobs. A favorable workplace offers complacency as well as enables workers to function efficiently. a favorable workplace will

certainly have the ability to offer complacency, convenience to ensure that working time is used effectively and optimistically will create high employee work performance.

H4: There is a positive and significant influence between the work environment on employee performance.

Employees are one of the important elements in company activities. Now, sufficient, skilled, innovative, and capable human resources are needed for the company to face increasingly fierce competition, so every company must be able to develop employee excellence continuously. Schunk (1997) interprets self-efficacy as a person's decision regarding how far he or she can organize and implement a series of actions needed to deal with situations to be faced that have an element of vague, unpredictable, and possibly stressful.

Self-efficacy determines the type of coping behavior, the efforts the individual will make to complete the task, in the individual's circumstances to face unwanted obstacles. In addition to determining individual behavior, self-efficacy also affects individual thought patterns and emotional reactions in dealing with a task. Therefore, high self-efficacy will increase the active involvement of individuals in behaviors that can increase individual abilities (Bandura, 1997).

The abilities possessed by individuals are very important in the world of work. The abilities and work skills of employees so that employees can carry out work effectively and efficiently according to the desired target. High abilities possessed by employees can affect work performance so that companies that provide opportunities for employees to be able to develop the potential that exists in employees in achieving maximum work levels. High employee performance will benefit employees having work performance and can increase salaries. Likewise, companies can produce quality products and company goals can be achieved.

H5: There is a positive and significant influence between self-efficacy on employee performance.

METHOD

The target population in this study is planned to be selected from several paper companies that have the category of large industries only, this is because the two categories are companies that have a complete work system as a paper factory in the sense that the company has a complete series of work both as a factory. finished materials or factories that produce raw materials. The examiner populace was taken based upon the aim at populace discussed over as well as was chosen based upon the report business that has created coming from basic materials refined right into completed products such as fabric as well as a variety of three business that provided the paper market in Eastern Java were taken.

On the other hand, participants that were the resource of info towards acquiring main information were drawn from workers for the worker degree, as well as the symmetrical structure for the 4 divisions. The sampling method utilized in the example over is clustered arbitrary sampling, where each administration degree that has been grouped is taken proportionally towards the variety of workers. Of the three paper mills that were utilized as the manner for sampling, only three paper mills, namely PT. Dayasa and PT. Mount Dream Indonesia and PT. Temprina wants to become the topic of a research study.

Hair et al. (2010), likewise recommend that the example dimension depends upon the variety of signs utilized in each latent variable. It is suggested that the minimal example dimension is 5-10 monitoring for every specification quote. Based upon this viewpoint, the

minimal example dimension within this particular examination is actually: $n = 8 \times$ the variety of indicators, where n is the minimal example dimension. Certainly, there are twenty signs utilized within this particular examine, to ensure that the minimal example dimension is 160 participants. Within this particular situation, the author utilized an example of 170 participants. Additionally, as a sampling method, it is performed arbitrarily.

The locus of control variable uses 2 dimensions, namely internal and external where the indicators used are ability, own doing, chance, and other power. Work environment variables use 2 dimensions, namely physical and non-physical. The self-efficacy variable uses 3 dimensions, namely level, breadth, and strength. While the employee performance variable uses 5 dimensions, namely quality of work, quantity of work long hours of work, cooperation, and supervision, while each variable is measured using 5 indicators. Towards response to the issue formula as well as examination the made a proposal hypothesis, the information acquired will certainly after that be refined in accordance with the requirements of the evaluation (Supriadi, 2020). For the functions of conversation, the information is refined as well as provided based upon the concepts of detailed stats, while for the functions of evaluation as well as hypothesis screening, an inferential analytical method is utilized. Towards can respond research study concerns as well as evaluate the design put together, the evaluation method utilized is architectural formula modeling (SEM) utilizing the AMOS (Analysis of Moment Structure) variation 24.0-course bundle.

RESULTS AND DISCUSSION

The Dimension design examination belongs to the SEM design which includes a latent adjustable (build) as well as several show variables (signs) that discuss these latent variables. Based upon the computation of architectural formula modeling (SEM) utilizing the AMOS (Evaluation of Minute Framework) variation 24.0-course bundle, all of the launching elements are considerable at 5% alpha, this worth is stated to become legitimate since the launching worth is over 0.60 as well as the p value > 0.05 (Ghozali, 2017).

Table 1 Testing Measurement Model

Construct	Estimate	Construct	Estimate
LOC1 <--- LOC	0.924	SE5 <--- SE	0.826
LOC2 <--- LOC	0.922	SE4 <--- SE	0.912
LOC3 <--- LOC	0.909	SE3 <--- SE	0.941
LOC4 <--- LOC	0.811	SE2 <--- SE	0.943
LOC5 <--- LOC	0.891	SE1 <--- SE	0.944
WI5 <--- WI	0.867	EP1 <--- EP	0.894
WI4 <--- WI	0.922	EP2 <--- EP	0.916
WI3 <--- WI	0.923	EP3 <--- EP	0.906
WI2 <--- WI	0.926	EP4 <--- EP	0.891
WI1 <--- WI	0.926	EP5 <--- EP	0.734

Source: Amos Ver 24.0 output

After screening the SEM presumptions as well as the outcomes acquired that the information utilized to satisfy the demands, the evaluation could be proceeded along with the

design suitability examination as well as the causality importance examination. The outcomes of the design suitability examination exist in the complying with dining table:

Table 2 Model Suitability Testing

Goodness of fit index	Cut-off Value	Model test results	Information
<i>Chi-square</i> (χ^2)	Small expected	180,340	Good
<i>Significance probability</i>	$\geq 0,05$	0,141	Good
RMSEA	$\leq 0,08$	0,035	Good
GFI	$\geq 0,90$	0,853	Marginal
AGFI	$\geq 0,90$	0,808	Marginal
CMIN/DF	$\leq 3,00$	1,120	Good
TLI	$\geq 0,95$	0,990	Good
CFI	$\geq 0,95$	0,992	Good

Source: Amos Ver 24.0 output

Based upon the computation outcomes acquired coming from Dining table 2, the outcomes reveal that the design is suitable, this could be displayed in the specification worth's of the specifications that satisfy the Design Suit Examination requirements.

The results of data analysis indicate that locus of control has a positive and significant effect on self-efficacy with a coefficient of 0.581. This can be seen from the significance value of $0.000 < 0.05$ so that it can be explained that with a certain employee career path system, the ability and maturity in thinking and experience at work makes respondents believe they will be able to control every event that occurs to them, so that they will have high initiative, always trying to find solutions to problems, working as effectively as possible and having the perception that effort must be made if it is to be successful. Thus they will be able to carry out their duties well so that it will create high self-efficacy. According to Rotter (1990) states that locus of command is a person's point of view on an occasion whether he experiences he can easily or even doesn't command the habits that happen towards him. Employees who have a high locus of control will also have high self-efficacy.

The results of data analysis indicate that the work environment has a positive and significant effect on self-efficacy with a coefficient of 0.210. This can be seen from the significance value of $0.023 < 0.05$. A safe, comfortable and conducive work environment will enable employees to carry out their duties properly because things that can hinder or interfere with employees in carrying out tasks can be minimized so that employees will feel confident or confident to be able to complete tasks according to the target time and results. Colquitt et al (2011) show that situational characteristics, namely organizational climate, supervisor support, and peer support, have a strong relationship with self-efficacy. This can be explained that individuals who get support from their work environment will be more confident that they can complete tasks according to their expertise.

The results of data analysis indicate that locus of control has no significant effect on employee performance with a coefficient of 0.196. This can be seen from the significance value of $0.063 > 0.05$ so that it can be explained that with the ability, skills, and experience an employee will have a high locus of control, this will further affect the self-confidence of an employee, and with this high self-confidence. an employee will try to use all his abilities and expertise in completing the task assigned to him. This is actually according to the outcomes of research study

through Hery Sutanto (2001) which conditions that the greater the locus of command, the greater the self-efficacy which in turn will shape performance.

The outcomes of information evaluation suggest that the work environment has a favorable as well as a considerable impact on worker efficiency with a coefficient of 0.367. This can be seen from the significance value of $0.023 < 0.05$. By creating a good work environment, it will create a comfortable, safe and conducive atmosphere so that all obstacles can be minimized and employee performance will certainly increase because they can work effectively and efficiently.

The results of data analysis indicate that self-efficacy has a positive and significant effect on employee performance with a coefficient of 0.282. This can be seen from the significance value of $0.010 < 0.05$, so it can be explained that with high self-efficacy, an employee will try to complete the tasks assigned to him by using all his abilities and expertise and always trying to find solutions to problems. The high self-efficacy of employees is influenced by the perception that they have sufficient ability, expertise, and experience to be able to complete their duties properly. According to Locke and Latham (1990), self-efficacy or self-confidence contributes significantly to the choice of individual level of goals, which in turn has an impact on goal achievement and will be related to performance.

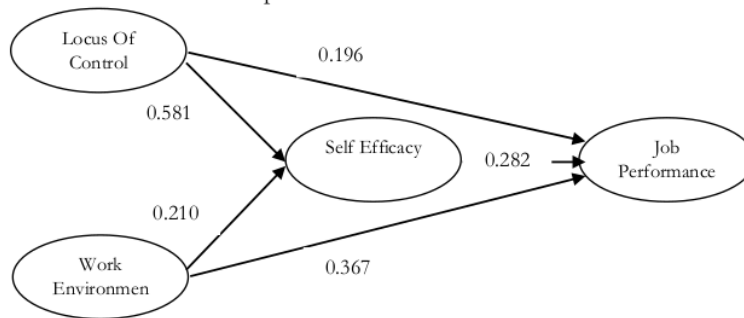


Figure 1. The structural model of the study

Self-efficacy mediates the influence of locus of control on employee performance. Employees who perceive themselves to be able to influence work results through their abilities, expertise, and efforts, will create high self-confidence to be able to complete tasks well which in turn will form high performance as well. Majid & Idris, (2019) states that self-efficacy has a very large effect on performance because self-efficacy is a reflection of a combination of ability, motivation, and locus of control which is known to have so much power for an individual or someone for his belief in shaping performance.

Self-efficacy does not mediate the influence of the work environment on employee performance. Bandura (1997) states that self-efficacy is derived from social cognitive theory. In short, this theory states that most of the knowledge and behavior of organizational members are moved from the environment and continuously experience a thought process regarding the information received. This affects individual motivation, attitudes, and behavior. So the work environment requires time (process) to form or influence the self-efficacy of an employee, while the influence of the work environment on employee performance is direct because creating a good work environment will create a comfortable, safe and conducive atmosphere so that all

obstacles can be minimized and performance employees will certainly increase because they can work effectively and efficiently.

CONCLUSION

Based upon the outcomes of the information evaluation outcomes talked about previously, our team can easily end that Locus of command has a favorable as well as a considerable impact on worker self-efficacy at the Paper company in East Java. This can be explained that employees who perceive themselves to have sufficient ability, expertise, and experience will create high self-confidence to be able to complete tasks well. The work environment has a positive and significant effect on employee self-efficacy at the Paper company in East Java. A work environment that is safe, comfortable, and conducive will minimize obstacles or disturbances in carrying out tasks so that employees feel confident or confident to be able to complete tasks according to predetermined targets.

Locus of control has no significant effect on employee performance at Paper companies in East Java, but the locus of control affects employee performance through self-efficacy mediation. Employees with a high locus of control will have more confidence through their abilities, expertise, and efforts to be able to complete tasks according to predetermined targets. The work environment has a positive and significant effect on employee performance at the Paper company in East Java. By creating a good work environment it will create a comfortable, safe and conducive atmosphere so that employees can work effectively and efficiently. Self-efficacy has a positive and significant effect on employee performance at the Paper company in East Java. The high self-efficacy of employees is influenced by the perception that they have sufficient abilities, expertise and experience as well as support for a work environment that makes them confident that they can complete tasks well.

The managerial implications in this study include efforts that can be made to increase employee self-efficacy at the Paper company in East Java, namely by increasing employee locus of control through training or workshops as well as skills for employees and improving work environment support. To improve the performance of employees at the Paper company in East Java, the leadership needs to improve the support of the work environment, especially in the aspects: spatial, security, cleanliness, lighting facilities, air exchange, cohesiveness and togetherness and communication between employees. Besides, improve the performance of employees at Paper companies in East Java, it can be done by increasing employee self-efficacy through providing motivation and implementing rewards and punishments.

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