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## **The Influence of Locus of Control, Self-Efficacy and Self-Esteem on the Employees Performance: A Case Study**

<sup>1</sup>Dionisius Pius Aboyaman Takndare and <sup>2</sup>Ima Kristina Yulita

<sup>1&2</sup> Sanata Dharma University, Indonesia

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## The Influence of Locus of Control, Self-Efficacy and Self-Esteem on the Employees Performance: A Case Study

Dionisius Pius Aboyaman Takndare<sup>1</sup> and Ima Kristina Yulita<sup>2</sup>  
Sanata Dharma University, Indonesia<sup>1&2</sup>  
dtakndare07@gmail.com

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### Article Info

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#### Keywords

*Locus of Control*  
*Self-Efficacy*  
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*Performance*

### Abstract

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This study aims to determine the influence of locus of control, self-efficacy and self-esteem on employee's performance simultaneously and partially. This research is conducted during April until May 2019 in First State Middle School of Sentani, Jayapura, Papua. The population on this study are the teachers of First State Middle School of Sentani. The sample size is 32 respondents who are chosen by accidental sampling method. The research instrument is questionnaire. The validity and reliability test are applied to test the instrument. Data analysis technique used in this research is multiple linear regression. The results of this study are indicates: (1) locus of control, self-efficacy and self-esteem simultaneously affect the employees' performance on First State Middle School of Sentani (2) partially, self-efficacy and self-esteem affect the employees' performance but locus of control does not affect the employees' performance on First State Middle School of Sentani.

**Keywords:** *Locus of Control, Self-Efficacy, Self-Esteem, Performance*

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### Introduction

Every person is born with a unique personality, which is formed from a variety of internal and external factors originating from the surrounding environment. These factors contribute to the physical, emotional, academic and spiritual development of a person from the stage of growth in infancy, childhood, adolescence, youth to old age.

A person's personality can reflect the unique characteristics possessed by someone such as nature, attitude, temperamental and emotional state. In everyday life, we will interact and socialize with various personalities that carry certain personality characteristics. For example, we can see in the surrounding environment, there is a group of people who are confident, optimistic, risk-taker and patient. But there is also a group of people who have personality that is inversely proportional as before, as a shy, pessimistic, impatient and emotional person.

Everyone carries the characteristics of their personality in the world of work. A person's personality can be in the form of locus of control, self-efficacy and self-esteem. Locus of control refers to a person's belief in his/her ability to control life events (Strauser, 2002 in Mali 2013: 149). Self-efficacy is the belief that someone can manage and carry out the actions given that are needed to deal with a prospective situation. Efficacy beliefs are the foundation of human agency (1997: 10) and self-esteem is a personal assessment of the worthiness expressed in the attitudes held by individuals towards themselves, it is a subjective experience that individuals convey to others through oral reports and other open expressive behavior (Stanley Coopersmith 1967). These three elements of personality can be a supporting factor for a person's performance at work. Vishar Mali (2013) in his research stated that locus of control has a positive impact on employee performance. Basim and Sesen (2006) in their research stated that someone who has an internal locus of control tends to help and shows a positive nature compared to someone with an external locus of control. Chen and Silverthorne (2008) in their research stated that there are qualities and positive impacts on employee performance from someone who has internal self-control. Patricia (2017) in her research at a public accounting firm in the city of Yogyakarta showed that the locus of control had a positive and significant effect on auditor performance.

In research related to self-efficacy, Jolly Jacob (2013) stated that employee performance was positively influenced by self-efficacy and it proved that work complexity such as performance control moderated the relationship between self-efficacy and performance in the workplace. Related to self-esteem Mohsen Alyami et al (2017) in

their research related to the impact of self-esteem and self-efficacy and stress levels on academic performance of 214 Psychology students at Taif University and Kingabdulaziz University showed that there was a significant correlation among self-efficacy, self-esteem and employee performance. Widyawati and Karwini (2018) also found that self-efficacy and self-esteem partially had a positive effect on the performance of employees of PT. Dwi Fajar Semesta Denpasar.

This research was conducted at SMP Negeri 1 Sentani Jayapura to determine the effect of locus of control, self-efficacy and self-esteem simultaneously and partially on employee's performance.

### **Locus of Control**

Locus of control orientation is a belief about whether the outcomes of our actions are contingent on what we do (internal locus of control) or on events outside our personal control (external locus of control), (Zimbardo 1985:275).

Locus of control uses two indicators (Alvionita 2017:22): internal and external locus controls. The internal Locus of Control refers to a person's ability to control him/her self well in interpreting the successes and failures he/she experienced. The external Locus of Control depicts to a person's ability to be controlled by external factors in interpreting the successes and failures he/she experienced.

### **Self-efficacy**

Self-efficacy is believing that one can organize and execute given courses of action required to deal with prospective situations. Efficacy beliefs are the foundation of human agency (Albert Bandura 1997:10). Self-efficacy in this study used three indicators consisting of generality, strength, and level (Albert Bandura, 1997)

#### *Generality*

Generality includes the extent to which a person is able to generalize experiences of doing previous work, in the sense, whether someone makes an experience in carrying out previous work as motivation, success or failure.

#### *Strength*

Strength includes the extent to which a person feels the strength and confidence in the level of work. Someone is said to have high self-efficacy if there is a large commitment and effort in doing difficult or easy work.

#### *Level*

Level includes the extent to which a person can determine the level of difficulty of a job that can be carried out, it requires the ability to understand the abilities or talents possessed and see future targets to be achieved in connection with the work carried out either difficult or easy, so that it can work in accordance with someone's interest.

### **Self-esteem**

Self-esteem is a personal judgment of worthiness that is expressed in the attitudes the individual holds toward himself, it is a subjective experience that the individual conveys to others by verbal reports and other overt expressive behavior (Coopersmith 1997:5).

Self-esteem in this study uses three indicators consisting of feelings of worth, feelings of ability, and feelings of acceptance (Coopersmith, 1967).

1. Precious feelings  
A person's ability to see whether he is so valuable to himself and others around him
2. Feeling able  
A person's ability to see whether he is able to deal with difficulties, challenges, work, etc. at the level of solving the problem.
3. Feeling Received  
A person's ability to accept the strengths and weaknesses of himself and others.

## Performance

Armstrong and Baron (1998: 15) state that performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction and economic contribution. Meanwhile, according to Indra Bastian (in Irfan 2010: 2), performance is a picture of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, vision and mission of the organization as outlined in the formulation of a strategic scheme (Strategic Planning) of an organization.

The performance in this study uses five indicators, namely:

1. Quantitative  
Performance is measured by analyzing the ability of employees to produce a certain number of unit of output within a specified time.
2. Qualitative  
Performance is measured by analyzing how well, good and worth the output produced by employees.
3. Timeliness of the implementation of tasks or projects  
Performance is measured by calculating how fast or slow the completion of work by employees based on a predetermined time.
4. Effective use of organizational resources  
Performance is measured by analyzing how effective the organization's resource savings are.
5. How to do work  
Performance is measured by analyzing whether and how the work of employees meets their job description, codes of conduct, work standards etc.

## Hypothesis Development

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

The Locus of Control affects employee performance when a person has strong internal self-control in carrying out certain tasks. This hypothesis is also supported by research such as Vishal Mali (2013) which states that there is a positive correlation between internal locus of control and employee performance.

So based on the theory and research, the researcher proposes the following hypothesis:

H1: There is a significant influence between locus of control on employee performance.

### *The Effect of Self-efficacy on the employees Performance*

The theory of Albert Bandura (1997) states that the experience of performance factors in self efficacy helps the growth of one's self-efficacy in regulating cognitive abilities and self-regulative in order to achieve effective performance and is also supported by several studies such as Robbins et al (2014) in his research stating that students with high self-efficacy shows good academic performance, Liu et al (2010) in their research stated that self-efficacy mediates the relationship between leadership and employee performance and satisfaction, Kellet et al (2009) in his research proved that collective efficacy versus self-efficacy has direct impact on job performance and career development. So based on the theory and research, the researcher proposes the following hypothesis:

H2: There is a significant influence between self-efficacy on employee performance.

### *The Effect of Self-Esteem on the Employees Performance*

Coopersmith (1967: 19) which states that high self-esteem will be more effective in meeting the demands of its environment compare to low self-esteem. Previous research by Pricillia Pah (2016) states that self-esteem affects the resilience of adolescents aged 12-13 years old. So based on the theory and research, the researcher proposes the following hypothesis:

H 3: There is a significant influence between self-esteem on employee performance

### *The Effect of Locus of Control, Self-Efficacy and Self-Esteem on Employees Performance*

Mahardika (2016) states that there is a positive influence between locus of control, self-efficacy, and self-esteem on employee performance. So based on this research, the researcher proposes the following hypothesis:

H4: There is a significant simultaneous effect between locus of control, self-efficacy, and self-esteem on employee performance.

## Method

This type of research is associative research that aims to determine the relationship of two or more variables (Pradipta 2018: 32). The study was conducted in April 2019 - May 2019 at SMP N 1 Sentani, Jayapura, Papua. The population in this study was all employees who worked at SMP N 1 Sentani. The Data obtained by distributing questionnaires to 32 employees of SMP N 1 Sentani who became the study sample. Researcher use the nonprobability sampling method with accidental sampling technique that is the technique of determining samples based on spontaneity factors, meaning that anyone who accidentally meets with the researcher and in accordance with the characteristics of the person can be used as a sample (respondent). There are three independent variables, namely locus of control, self-efficacy, and self-esteem and one dependent variable employee performance. The Measurement of variables uses a Likert scale.

### The Validity Test

This is done to measure the validity of an instrument. This research uses Pearson Product Moment correlation technique. A statement item is declared valid if the test results  $r_{count} > r_{table}$  (0.3494). In this study all statements on the locus of control, self-efficacy, self-esteem and employee performance variables are valid because they have a calculated value  $> 0.3494$ .

### Reliability Test

Reliability tests were performed using Cronbach's Alpha analysis techniques. Each variable can be said to be reliable if the Cronbach's Alpha value  $> 0.60$ . The locus of control, self-efficacy, self-esteem and employee performance variables are stated to be reliable because the Cronbach's Alpha value  $> 0.60$ .

## Results and Discussion

### The Multiple Linear Regression Result

The classic assumption test has been conducted with the results of normal distributed data, there is no multicollinearity and heterocedasticity does not occur. The Multiple linear regression is used to determine the effect of locus of control (X1), self efficacy (X2), and self esteem (X3) on employee performance (Y). The result of the multiple linear regression analysis is as follows:

Table 1. Multiple Linear Regression Result

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	-9,945	10,800		-,921	,365
Locus of Control	,759	,576	,156	1,317	,199
Self Efficacy	1,257	,415	,397	3,032	,005
Self Esteem	6,395	1,597	,485	4,005	,000
Adjusted R <sup>2</sup> = 0,643					

Based on table 1, it can be formed the multiple linear regression equation as follows  
 $Y = (-9,945) + 0,759 \text{ LoC} + 1,257 \text{ SEf} + 6,395 \text{ Ses}$

Tabel 2. F Test Result

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1058,381	3	352,794	19,596	,000 <sup>b</sup>
Residual	504,088	28	18,003		
Total	1562,469	31			

### The Effect of Locus of Control, Self-Efficacy, and Self-Esteem on Employees Performance

Based on this research, it is known that locus of control, self-efficacy, and self-esteem jointly influence the performance of employees of SMP N 1 Sentani. This can be seen from the Fcount in table 2 obtained by 19.596

is greater than the  $F_{table}$  value of 2.049 ( $19.596 > 2.049$ ) so that  $H_0$  is rejected and  $H_a$  is accepted, which means, there is a simultaneous positive effect among locus of control, self efficacy, and self esteem on employee performance. This can be supported by Mahardika's research (2016) which states that locus of control, self-efficacy, and self-esteem has a positive influence on performance. This research has an adjusted  $R^2$  value of 0.643 or 64.3% which means locus of control, self-efficacy and self esteem affect employee performance by 64.3%, while the remaining 35.7% is influenced by variables that were not examined in this study.

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

Based on table 1, it is known that the calculated  $t$  value of 1.317 is smaller than the  $t$  table value of 2.049 ( $1.317 < 2.049$ ) and the  $t_{sig}$  test value of 0.199 is greater than 0.05 ( $0.199 > 0.05$ ) then  $H_0$  is rejected and  $H_a$  is accepted which means, locus of control does not have a partial positive effect on the performance of employees of SMP N 1 Sentani. This can be in line with Pradipta's research (2018) which states that locus of control does not have a positive influence on employee performance so that internal locus of control is not the main factor in driving employee performance. This can be caused by several factors such as the level of belief in God which causes that there are external influences (God) that also influence their success and also a collective culture that tends to emphasize teamwork so as to reduce the assumption that success is not achieved individually but it is achieved in collaboration by families, friends and colleagues.

### **The Effect of *Self-Efficacy* on Employees Performance**

Based on table 1, it is known that the calculated  $t$  value for self-efficacy ( $X_2$ ) of 3.032 is greater than the  $t$  table value of 2.049 ( $3.032 > 1.985$ ) and the value of sig.  $t$  test on self-efficacy 0.005 is smaller than 0.05 ( $0.005 > 0.05$ ). So  $H_0$  is rejected and  $H_a$  is accepted, which means, self-efficacy has a partially positive effect on the performance of the employees of SMP N 1 Sentani, so that when one's self-efficacy is high. Then the performance result is good. This is supported by research of Cherian and Jacob (2013) Widyawati and Karwini (2018) which states that self-efficacy has a positive influence on employee performance.

### **The Effect of *Self-Esteem* on Employees Performance**

According to table 1,  $t$  test for Self Esteem ( $X_3$ ) is greater than  $t$  table ( $4.005 > 2.049$ ) and sig.value of 0,000 is lower than 0,05 ( $0,000 > 0,05$ ). Then  $H_0$  is rejected and  $H_a$  is accepted, which means that the variable self-esteem has a partial positive effect on employee performance. This means that if someone has higher self-esteem, the performance's result will be better. This is supported by Arshad, Zaidi and Mahmood's (2015) research on self-esteem and performance which states that high self-esteem can encourage someone to have good academic performance as well. This is also in line with Widyawati and Karwini (2018) self-esteem has a positive and significant effect on employee performance at PT. Dwi Fajar

### **Coefficient of Determination**

The coefficient of determination aims to determine the proportion or percentage in total variation in the dependent variable, namely performance ( $Y$ ) which is explained by the independent variable, namely locus of control ( $X_1$ ), self-efficacy ( $X_2$ ) and self-esteem ( $X_3$ ). Based on the table. it can be seen that the magnitude of Adjusted  $R^2$  is  $0.643 = 64.3\%$ , which means the variation in the locus of control variable, self-efficacy and self-esteem is 64.3%, this means that the percentage of influence of the independent variable (locus of control) , self-efficacy and self-esteem) on the dependent variable (performance) is 64.3%, while the remaining 35.7% is influenced by variables that were not examined in this study.

## **Conclusion**

Locus of control, self efficacy and self esteem simultaneously affect the employees' performance on the State Middle School of Sentani 1. Partially, self efficacy and self esteem affect the employees's performance while locus of control does not affect the employees' performance on the State Middle School of Sentani 1.

## **Recommendations**

1. Suggestion related to self-efficacy variable is to increase the confidence of the employees of SMP N 1 Sentani to be able to do difficult work by motivating employees to work harder even more in difficult jobs

such as conducting personal counseling guidance and conducting training and development in the field of education such as teacher upgrading, retreats, and comparative studies with high schools outside the island of Papua.

2. Suggestion related to self-esteem variable is the employees of SMP N 1 Sentani trained and guided to be able to control a matter, activities, programs, etc. that went outside the plan through a series of adequate training and development such as teacher upgrading, retreat, and comparative study with middle school – SMP outside the island of Papua.

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**Authors information**

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**Dionisius Takndare**

Sanata Dharma University, Indonesia  
Mrican, Catur Tunggal, Depok, Sleman, Yogyakarta,  
Indonesia  
Email Address: *dtakndare07@gmail.com*

**Ima Yulita**

Sanata Dharma University, Indonesia  
Mrican, Catur Tunggal, Depok, Sleman, Yogyakarta,  
Indonesia

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