

LOCUS OF CONTROL AND CIVIL SERVANT PERFORMANCE: THE MEDIATING ROLE OF WORK RESILIENCE

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Abstract

This study examines the role of work resilience as a mediating mechanism in the relationship between locus of control and civil servant performance in a highly regulated public organization in Indonesia. Drawing on the resource-based view and job demands-resources theory, this study positions locus of control as an upstream psychological resource that is converted into performance through adaptive capabilities. Data were collected from civil servants at the Samarinda Class I Harbormaster and Port Authority Office and analyzed using partial least squares structural equation modeling (PLS-SEM). The results indicate that the locus of control significantly influences performance and strongly shapes work resilience, which subsequently improves performance. The significant indirect effect confirmed that resilience served as the primary transmission mechanism. These findings extend work control theory by emphasizing the importance of adaptive capabilities in explaining public sector performance and offer managerial implications based on strengthening work control and organizational resilience.

Keywords: Locus Of Control , Work Resilience , Civil Servant Performance, Public Sector, Adaptive Capability

Introduction

Public sector performance has become a major concern in global governance discourse because of the increasing complexity of services, accountability pressures, and public expectations regarding the effectiveness of state institutions. Recent literature suggests that individual psychological factors play a strategic role in explaining variations in employee performance, particularly in public organizations operating in high-risk and highly regulated environments (Bakker & Demerouti, 2023; Knies et al. 2024). The paradigm shift from a structural approach to a psychological resource-based approach emphasizes that an individual's capacity to adapt and maintain performance under stressful conditions is a pressing issue. Therefore, explanations of civil service performance can no longer simply rely on organizational design or incentive systems but must consider the psychological mechanisms underlying adaptive work behavior.

Within the framework of personality theory, the locus of control is viewed as an individual's belief regarding the extent to which work outcomes are influenced by personal effort versus external factors. Individuals with an internal locus of control are believed to have a stronger orientation toward responsibility, perseverance, and initiative, which may lead to higher performance. However, empirical findings over the past five years have been inconsistent in the public sector context. Some studies have found a positive effect of the locus of control on performance, while others have reported a weak or insignificant effect when organizations have rigid bureaucratic structures (Li et al., 2023; Nguyen & Nguyen, 2022). This inconsistency indicates that the relationship between the locus of control and performance is not straightforward and requires a more comprehensive explanatory mechanism. The literature on work resilience offers a relevant theoretical framework for bridging this gap. Based on the conservation of resources and job demands-resources theories, resilience is understood as an individual's dynamic capacity to maintain and restore psychological resources when faced with work pressure (Hobfoll et al., 2021; Bakker & Demerouti, 2023). Resilience

enables individuals to transform pressure into productive challenges and to maintain performance in uncertain situations. However, most research positions resilience as a direct predictor of performance or as a moderator that attenuates the impact of job demands rather than as a mediating mechanism that explains how personal control dispositions translate into actual performance (Hartmann et al., 2023). This gap indicates a theoretical mechanistic gap in the literature. The context of a highly regulated government organization reinforces the need to test these mechanisms. The Harbormaster and Port Authority, as safety and port oversight institutions, face demands for cross-agency coordination, operational risks, and intense legal compliance pressures. This work environment has the potential to limit the direct expression of an internal locus of control if not accompanied by adequate adaptive capacity. Therefore, the assumption that the locus of control automatically improves performance is problematic without considering resilience capacity as a mediator that activates this disposition in a bureaucratic context.

Based on these arguments, the main research question posed is: Does work resilience function as a mediating mechanism that transforms the locus of control into civil servant performance in highly regulated public organizations? This question requires a theoretical explanation of the psychological processes linking control beliefs to performance behavior, not simply an examination of the correlation between variables. This study makes three main contributions to the literature. The theoretical contribution lies in positioning work resilience as a psychological transmission mechanism that explains the pathway of influence of locus of control on performance, thereby extending the personal control theory within the capability-based view of the public sector. The methodological contribution is realized through testing a structural mediation model that allows for the simultaneous identification of direct and indirect effects, resulting in more precise estimates of the causal mechanisms. The contextual contribution arises from testing the model in a port institution characterized by high regulation and risk, thus testing the limits of the application of personality theory in formal bureaucratic environments. By integrating control disposition, resilience capacity, and civil servant performance into a single explanatory framework, this study offers a comprehensive perspective on the formation of individual capabilities in public organizations. The next section outlines the theoretical foundation and hypothesis development, followed by the research methods, empirical results, and theoretical and policy implications.

LITERATURE REVIEW

The performance of civil servants in highly regulated public organizations must be understood through the lens of individual capabilities that support sustainable performance amidst structural and operational pressures. The resource-based perspective asserts that performance excellence stems from valuable and difficult-to-imitate capabilities embedded within individuals and organizations. In the public sector, these capabilities include psychological resources that enable consistent service execution despite procedural constraints and regulatory risks (Knies et al. 2024). The dynamic capability perspective expands on this argument by positioning individual adaptive capacity as a microfoundation linking personal potential with actual performance in changing environments (Hartmann et al., 2023). Therefore, the construction of this research model starts from the assumption that performance does not exist in isolation but rather results from the conversion of psychological resources into adaptive capabilities.

The locus of control is a fundamental psychological resource that reflects an individual's belief in their control over work outcomes. Internal orientation strengthens self-regulation, persistence, and personal responsibility, which are theoretically relevant for public organizations that demand precision and consistency in work behavior. Recent empirical evidence suggests that an internal control orientation is associated with increased adaptive performance dimensions, particularly when work demands rapid response and adjustment to procedural changes (Nguyen et al., 2022). These findings strengthen the argument that locus of control has the potential to directly contribute to performance, particularly through increased proactive behavior and consistent task execution.

H1: Locus has a significant positive effect on the performance of Class I KSOP civil servants in Samarinda.

However, the direct influence of the locus of control on performance is not always consistent in a tightly regulated bureaucratic context. Formal rules and hierarchical structures can limit the expression of individual initiative; therefore, an internal orientation does not automatically enhance performance. This inconsistency indicates the need for psychological mechanisms that explain how personal control beliefs can develop into the capacity to cope with work-related stress. Within the framework of conservation of resources theory, the belief that personal actions are meaningful encourages individuals to invest in and maintain their psychological resources, thereby strengthening their resilience in the face of challenges (Hobfoll et al., 2018). Conceptually, an internal control orientation increases readiness to face obstacles, ultimately contributing to the development of work resilience as an adaptive capacity.

H2: Locus has a significant positive effect on the work resilience of KSOP Class I Samarinda civil servants.

Work resilience is a dynamic capability that enables individuals to survive, recover, and maintain work effectiveness in stressful situations. Within the framework of the job demands and resources theory, resilience functions as a personal resource that mitigates the impact of work demands while maintaining the psychological energy to achieve goals (Bakker & Demerouti, 2023). Recent literature confirms that resilience is positively related to performance because resilient individuals can maintain stable work functions, accelerate recovery after disruptions, and maintain the quality of task behavior under uncertain conditions (Hartmann et al., 2023). In the context of KSOPs facing compliance pressures and operational risks, resilience is a key capability that ensures optimal performance.

H3: Work Resilience has a significant positive effect on the Performance of Civil Servants at KSOP Class I Samarinda.

The integration of the locus of control and work resilience leads to a more comprehensive mediation argument. The locus of control provides the foundation for agency and self-regulation, but sustained performance under bureaucratic pressures requires adaptive capabilities to maintain stable work functions. The dynamic capability perspective at the individual level explains that resilience acts as a transformation mechanism that converts psychological potential into actual performance. The conceptualization of resilience as a meta-construct that develops through resource accumulation strengthens its role as a transmission pathway from control orientation to performance (Galy et al., 2023). Empirical evidence in the transportation and logistics sector indicates that resilience bridges the influence of psychological factors on performance, making mediation a strong theoretical argument (Srimongkolkulkul et al., 2025).

H4: Work Resilience mediates the influence of Locus of Control on the Performance of Civil Servants at KSOP Class I Samarinda.

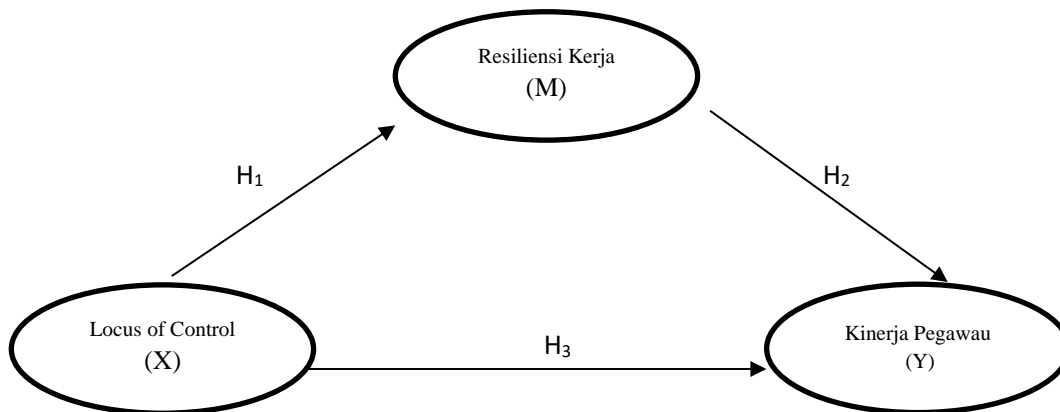


Figure 1. Conceptual Framework of the Research

Conceptually, this research model positions the locus of control as an upstream psychological resource that shapes how individuals assess and respond to work demands. Resilience is an adaptive capability that maintains sustainable performance amid regulatory pressures and operational risks. The direct relationship between locus of control and performance explains the contribution of control dispositions to adaptive work behavior. The relationship between locus of control and resilience explains the process of resilience resource formation. The relationship between resilience and performance emphasizes the importance of adaptive capabilities in maintaining work effectiveness. The mediation mechanism integrates all these causal pathways into a more comprehensive model, which not only answers whether variables are interrelated but also how and through what processes personal control orientation translates into stable performance in highly regulated public-sector organizations.

RESEARCH METHOD

Research Design and Theoretical Justification

This study uses a quantitative explanatory approach with a cross-sectional survey design to test the mediation model between *locus of control*, *work resilience*, and civil servant performance. This design was chosen based on the need to simultaneously test the latent causal relationships within an integrated structural model. In contemporary management methodology literature, testing psychological mechanisms through structural models is considered appropriate when constructs are multidimensional and cannot be measured directly (Hair et al., 2022). This approach allows for the simultaneous estimation of direct and indirect effects, thus clarifying the theoretical mechanisms assumed in public sector performance studies. Theoretically, this explanatory design aligns with the need to examine the microfoundations of individual capabilities within *the resource-based view* and *dynamic capability frameworks*, where the process of converting psychological resources into performance requires precise causal pathway modeling. Thus, the research design goes beyond simply identifying correlations and examines the theoretical transmission processes that are at the core of the research's contribution.

Population, Sampling Techniques, and Sample Size

The study population included all civil servants at the Samarinda Class I Harbormaster and Port Authority Office involved in operational, administrative, and maritime safety oversight. This context was chosen because organizations with high regulatory pressure and operational risks provide a space to test the limits of theories regarding personal control and work resilience. The sampling technique uses a census approach when the population is limited. If the population is spread across heterogeneous work units, *proportionate stratified random sampling is used* to maintain representativeness across the work functions. Sample size determination follows *the power analysis approach* and the minimum recommendation in *partial least squares structural equation modeling*, which is ten times the number of the largest structural paths in the model (Hair et al., 2022). This rationale ensures adequate statistical power to detect mediation effects and minimizes the risk of *type II errors*.

Measurement Instruments and Adaptation Process

Construct measurements were conducted using internationally validated scales to ensure conceptual validity and theoretical consistency. *The locus of control* was measured using an adaptation of the Work Locus of Control Scale developed by Spector. This scale is relevant to the organizational context because it specifically measures control beliefs in the workplace. *Work resilience* was measured using a work resilience scale based on a multilevel resilience framework that emphasizes adaptive capacity under organizational pressure (Hartmann et al., 2023). Employee performance was measured using task performance and adaptive performance indicators that are widely used in public sector studies. The instrument adaptation process followed translation and *back-translation procedures* to maintain conceptual equivalence of the items. Preliminary testing was conducted with a small number of respondents to ensure item clarity and appropriateness for the bureaucratic context. This approach aligns with the recommendations for cross-cultural instrument development that emphasize semantic and conceptual validity (Hair et al., 2022).

Validity and Reliability Test

The measurement model was evaluated by analyzing *the outer loading*, *composite reliability*, and *average variance extracted*. An indicator was declared valid if the *outer loading value* exceeded 0.70. Construct reliability was assessed using *composite reliability* with a minimum threshold of 0.70, while convergent validity was assessed using an *average variance extracted value* above 0.50 (Hair et al., 2022). Discriminant validity was evaluated using the Fornell-Larcker criterion and heterotrait-monotrait ratio. A construct is considered to have adequate discriminant validity if the square root of *the average variance extracted* is higher than the correlation between constructs, and the heterotrait-monotrait value is below 0.90. This procedure ensured that each construct was conceptually unique and did not overlap empirically.

Structural Model Analysis and Hypothesis Testing

Structural model testing was conducted using *partial least squares structural equation modeling* (PSEM). Path coefficients were analyzed to test the direction and strength of the relationships between the variables. Statistical significance was determined using a *bootstrapping procedure* with a minimum of 5,000 replications to obtain t-values

and confidence intervals. The R-squared value was used to evaluate the model's predictive ability against endogenous constructs, while the f-squared effect size was used to assess the relative contribution of each path (Hair et al. 2022). The mediation effect was tested by comparing the coefficients of the direct and indirect paths and observing the significance of the indirect path. This approach allows for the identification of whether *work resilience* acts as a full or partial mediator in the relationship between *locus of control* and performance.

Data Analysis Procedures and Software

Data analysis was performed using the latest version of SmartPLS software for variance-based structural modelling estimation. This method was selected based on its ability to handle moderate sample sizes, non-normal data distributions and complex mediation models. Descriptive statistics and initial assumption tests were analyzed using SPSS software to ensure data adequacy before structural modeling.

Research Ethics and Bias Control

This study adheres to the ethical principles of social research by ensuring voluntary participation, data confidentiality, and respondent anonymity. Each respondent was provided with written information regarding the study's purpose and their right to withdraw without administrative consequences. This procedure aligns with the organization's ethical research principles, which emphasize participant protection and data integrity (Aguinis et al. 2020). Bias control was achieved through several strategies. First, the questionnaire design separated question blocks to reduce *common method variance*. Second, a *full collinearity assessment* was conducted to detect potential common method bias. Third, the use of validated scales and systematic adaptation procedures minimized measurement errors. This approach strengthens the internal validity while increasing the credibility of causal inferences.

RESULTS AND DISCUSSION

Respondents' demographic profile

Table 1 presents the profiles of the 97 respondents from Samarinda's Class I KSOP employees. The respondents were predominantly male, aged 40 to 49, with a bachelor's degree, more than 15 years of service, and a high concentration in the areas of Legal Status and Vessel Certification and Safety of Navigation, Guarding, and Patrol. This composition is important because the technical and regulatory work context has the potential to strengthen the role of psychological factors, particularly the belief in control over work outcomes and the capacity to withstand operational pressure.

Table 1. Respondent demographics (n = 97)

Category	Classification	Amount	Percentage
Gender	Man	68	70.1
	Woman	29	29.9
Age	< 30 years	11	11.3
	30 to 39 years old	28	28.9
	40 to 49 years old	36	37.1
	≥ 50 years	22	22.7
Education	High school or vocational school	9	9.3
	D3	17	17.5
	S1	54	55.7
	S2 or S3	17	17.5
Length of work	< 5 years	8	8.2
	5 to 10 years	21	21.6
	11 to 15 years	24	24.7
	> 15 years	44	45.4
Position or work unit	Legal Status and Certification of Ships	31	32.0
	Sailing Safety, Guarding and Patrolling	28	28.9
	Maritime Traffic and Port Business	22	22.7
	Administration	16	16.5

Evaluation of measurement models

Convergent validity and reliability of indicators

All indicators in the three constructs showed outer loading values ranging from 0.651–0.795. The majority of indicators exceeded 0.70, and several indicators fell between 0.65 and 0.69, which is acceptable given the adequate construct reliability and AVE. At the construct level, all Cronbach's alpha, composite reliability, and AVE values met the feasibility criteria, allowing the measurement model to proceed to structural evaluation.

Table 2. Outer loading per indicator

Construct	Indicator	Loading
Locus of Control	LOC1	0.781
	LOC2	0.765
	LOC3	0.752
	LOC4	0.689
	LOC5	0.741
	LOC6	0.781
	LOC7	0.760
Work Resilience	RES1	0.732
	RES2	0.651
	RES3	0.763
	RES4	0.782
	RES5	0.762
	RES6	0.733
Employee Performance	PERF1	0.784
	PERF2	0.784
	PERF3	0.750
	PERF4	0.745
	PERF5	0.753
	PERF6	0.795

Table 3. Reliability and convergent validity of constructs

Construct	Cronbach's alpha	Composite reliability	AVE
Locus of Control	0.873	0.902	0.567
Work Resilience	0.832	0.878	0.545
Employee Performance	0.861	0.896	0.591

Locus of Control; The strongest indicators are LOC1 and LOC6 (0.781), indicating that confidence in personal effort and the perception of strong external policy influence are both important components of the work control construct at KSOP. The LOC4 indicator (0.689) is still worth maintaining because the construct reliability and AVE were adequate. Work Resilience; The strongest indicator is RES4 (0.782), followed by RES3 and RES5. This pattern confirms that adaptation to workload and system changes, as well as the ability to recover from failure, are at the heart of the respondents' work resilience. RES2 (0.651) was the weakest indicator but remained within the acceptable minimum for field measurements. Employee Performance; The strongest indicator is PERF6 (0.795), indicating that improvement initiatives are the sharpest marker for capturing performance variations. Other indicators are also consistently high, so the measured performance is quite stable in terms of quality, timeliness, speed, and collaboration.

Discriminant validity

The Fornell-Larcker matrix listed shows the diagonal values (square root of AVE) as follows: LOC = 0.753, RES = 0.739, and PERF = 0.769. However, the reported correlations between constructs appear to be higher than the diagonal values in some pairs; for example, the correlation of LOC with PERF is recorded as 0.862 and the correlation of LOC with RES is recorded as 0.828. This pattern indicates a potential discriminant validity problem if the figures correctly represent the correlations between constructs.

Table 4. Fornell Larcker (as per reported figures)

Construct	LOC	PERF	RES
LOC	0.753		
PERF	0.862	0.769	
RES	0.828	0.803	0.739

The safest analytical implication is to perform additional verification using the HTMT and double-check whether the figures 0.862, 0.828, and 0.803 are indeed latent correlations or other outputs copied into the matrix. If the HTMT is below 0.90 and the cross-loadings indicate the dominance of the indicators in their respective constructs, then construct separation can still be maintained despite the high correlation. If the HTMT exceeds the threshold, indicator refinement or separation of the internal and external LOC dimensions should be considered.

Structural model evaluation

Explanatory power of the model

The R-squared value indicates that the model's ability to explain the variance of endogenous constructs is in the strong category. Employee performance was explained by 0.769 factors, and work resilience was explained by 0.685 factors.

Table 5. R square

Endogenous constructs	R square	R square adjusted
Employee Performance (PERF)	0.769	0.764
Work Resilience (RES)	0.685	0.682

Effect size

The effect of the locus of control on work resilience was very strong (f-square 2.177), and the effect of the locus of control on performance was also very strong (f-square 0.539). The effect of work resilience on performance was small to moderate (f-square 0.108). This pattern suggests that the dominant influence comes from the locus of control, while resilience remains important but as an additional reinforcement and a transmission channel for some of the effects.

Table 6. f square

Influence	f square
LOC → RES	2,177
LOC → PERF	0.539
RES → PERF	0.108

Predictive relevance

The Q-square value indicates a strong model predictive ability for performance (0.435) and resilience (0.352). This means that the model is not only statistically significant but also has high predictive utility for estimating performance and resilience in the same organizational context.

Table 7. Q square

Construct	Q square
Employee Performance (PERF)	0.435
Workplace Resilience (RES)	0.352

Path coefficients, significance, and mediation

All the major structural paths were significant. The largest coefficient appeared in LOC → RES (0.828). The LOC → PERF path was also large (0.629). The RES → PERF path was significant but smaller (0.282) than the other paths. The indirect effect of LOC → RES → PERF was significant (0.233), thus job resilience was a significant mediator.

Table 8. Path coefficient and bootstrapping results

Track	Coefficient	t	p	Decision
LOC → PERF	0.629	7,103	0,000	significant
LOC → RES	0.828	27,509	0,000	significant
RES → PERF	0.282	3,165	0.002	significant
LOC → RES → PERF	0.233	3,108	0.002	significant mediation

H1 is accepted. Locus of control has a significant positive effect on employee performance ($\beta = 0.629$; $t = 7.103$; $p < 0.05$). This means that the stronger the belief in control over the job, the higher the performance. In the context of KSOP, a strong control orientation facilitates disciplined work behavior and consistent task execution, especially in jobs that require precision and adherence to procedures.

H2 was accepted. Locus of control had a significant positive effect on work resilience ($\beta = 0.828$; $t = 27.509$; $p < 0.05$). These results indicate that perceived control is the most powerful upstream psychological resource for shaping work resilience. Substantively, the belief that personal actions are meaningful and can change work outcomes fosters adaptive capacity, composure under pressure and motivational recovery.

H3 is accepted. Work resilience had a significant positive effect on performance ($\beta = 0.282$; $t = 3.165$; $p < 0.05$). Although the effect is smaller than the direct influence of the locus of control, resilience remains an important driver of performance stability. Resilience improves the ability to maintain quality execution when workloads increase, systems change or operational pressures arise.

H4 is accepted. Work resilience mediated the effect of locus of control on performance (indirect $\beta = 0.233$; $t = 3.108$; $p < 0.05$). This means that some of the influence of the locus of control on performance operates through increased resilience. Mechanistically, the locus of control shapes how employees assess obstacles and mobilize adaptation strategies. Resilience then transforms these control beliefs into stable work behaviors that maintain quality, accuracy, and resilience when under pressure.

DISCUSSION

Empirical findings indicate that *locus of control* has a strong direct influence on civil servant performance and a significant influence on job resilience, which in turn contributes to improved performance. This relationship pattern confirms that individual beliefs about control over work outcomes are not simply dispositional characteristics but rather strategic psychological resources that operate in highly regulated bureaucratic contexts. Recent literature on job control confirms that perceived control enhances self-regulation, persistence, and behavioral consistency, ultimately leading to more stable and measurable work outcomes (Rauvola & Rudolph 2022). In public organizations characterized by formal procedures and high accountability, a sense of control serves as an internal mechanism that allows employees to navigate structural demands without compromising the effectiveness of their work behavior. The strong influence of *the locus of control* on performance reinforces the argument that performance variation in the public sector cannot be fully explained by system design and oversight mechanisms. Recent public sector management literature suggests that individual factors play a significant role in explaining performance outcomes, particularly in the context of service complexity and uncertainty (Knies et al. 2024). These findings extend this discourse by demonstrating that job control is a psychological foundation that directly contributes to the quality and consistency of task execution. Thus, these findings strengthen the microfoundations perspective in explaining public organization performance.

The influence of *the locus of control* on work resilience indicates that personal control beliefs are a key driver of adaptive capacity. Within the framework of *the JD-R theory*, personal resources such as self-control enhance an individual's psychological reserves, enabling them to manage work demands more effectively (Bakker & Demerouti, 2023). Organizational resilience literature emphasizes that resilience develops when individuals believe that their efforts and strategies can alter stressful work conditions (Hartmann et al., 2023). These findings reinforce the argument that job control serves as an upstream driver of the process of developing work resilience, particularly in organizational contexts facing regulatory pressures and operational risks. The relationship between work resilience and performance confirms that adaptive capacity is not simply a passive psychological attribute but an active capability that maintains stable performance. Recent research has shown that resilience enhances work effectiveness through the ability to maintain focus, accelerate recovery from disruptions, and maintain decision-making quality under pressure (Thai et al., 2024). In the context of shipping safety oversight organizations, the high demand for accuracy and public

accountability makes resilience a buffer against performance fluctuations caused by workload and policy changes. The results of this study strengthen the literature with empirical evidence from the Indonesian public sector, which has been relatively underrepresented in international studies. The mediating effect of resilience provides a deeper theoretical contribution than simply testing direct relationships. The results indicate that the influence of *control* on performance operates through the formation of job resilience. This mechanism aligns with the *dynamic capability perspective* at the individual level, where personal resources must be converted into adaptive capabilities to affect performance outcomes. In this model, resilience serves as a transformation mechanism that explains how control orientation translates into actual performance. Thus, this study not only strengthens job control theory but also extends it by including adaptive capability as a key transmission pathway.

The theoretical contribution of this study can be formulated in three layers. First, this study confirms the position of *the locus of control* as a strategic psychological resource in explaining public sector performance, thus enriching the literature that has previously emphasized structural and policy factors. Second, this study positions resilience as a substantive mediator that explains the process of converting personal resources into performance, thus clarifying causal mechanisms that have often been assumed without explicit testing. Third, this study shows that in the context of a highly regulatory bureaucracy, individual agency remains dominant, thus challenging the assumption that formal structures fully control the variations in work behavior.

The managerial implications of these findings are concrete and can be derived directly from empirical relationship patterns. Strengthening employee performance requires developing a sense of control through role clarity, transparent feedback systems, and providing decision-making space at the task level. The work control literature shows that when employees understand the relationship between actions and outcomes, intrinsic motivation and performance quality improve significantly (Rauvola & Rudolph, 2022). Furthermore, resilience development programs should be systematically designed through work scenario-based stress management training, supervisor support during peak workload periods, and realistic work recovery policies. Resilience cannot be solely the responsibility of individuals; it must be supported by responsive organizational structures and leadership (Plimmer et al. 2022).

The organizational context of maritime safety oversight provides an important contribution to testing the limits of theory. Work environments characterized by strict regulations, safety risks, and public accountability pressures are often assumed to limit individual dispositions. However, the results show that job control retains strong explanatory power for resilience and performance. This finding indicates that bureaucracy does not eliminate the role of the agency but rather directs it toward the dimensions of procedural discipline and executional stability. Thus, this study extends the generalizability of job control and resilience theory to high-risk public organizations in developing countries.

The finding of high correlations between constructs also invites further theoretical reflection. The close relationship between job control, resilience, and performance may reflect strong psychological integration in regulatory work contexts. However, this condition also demands conceptual precision to empirically maintain construct boundaries. Further research should consider separating the internal and external control dimensions and conducting additional discriminant validity tests to ensure conceptual clarity of the model. This approach will sharpen and expand theoretical contributions regarding mediation mechanisms in other public organization contexts. Overall, this study strengthens and extends the theories of job control and resilience by demonstrating that adaptive capabilities are a key pathway linking psychological resources to performance in highly regulated public organizations. The resulting model provides a more comprehensive causal explanation than approaches that only examine direct relationships, offering a substantive contribution to the development of public sector organizational behavior theories.

CONCLUSIONS

This study confirms that the locus of control functions as a strategic psychological resource that directly and indirectly determines civil servants' performance through the formation of work resilience. The findings indicate that individual beliefs about control over work outcomes are not only correlated with performance but also form an adaptive capacity that maintains performance stability and consistency in a highly regulated bureaucratic environment. Thus, this study extends the theory of work control by demonstrating that dispositional influences on performance operate through adaptive capability mechanisms rather than simply through motivation or commitment alone. This study's scholarly contribution is explicit across three dimensions. First, it enriches the literature on the microfoundations of public sector performance by positioning the locus of control as a psychological foundation with significant explanatory power in the context of regulatory organizations. Recent public sector literature emphasizes the importance

of individual factors in explaining performance but rarely examines integrated psychological mechanisms (Knies et al., 2024). Second, it emphasizes the role of work resilience as a substantive mediating mechanism that explains the process of converting personal resources into actual performance, in line with the growing resilience literature that views it as a dynamic capability (Hartmann et al., 2023). Third, it demonstrates that even within tightly structured bureaucracies, individual agency remains a dominant factor, extending the generalizability of work control theory to the context of high-risk public organizations in developing nations.

Research Limitations and Agenda

This study has some methodological limitations that require careful consideration. First, the cross-sectional design limits the ability to draw longitudinal causal inferences. Contemporary methodological literature emphasizes that testing psychological mechanisms is more robust when tested using longitudinal or cross-lagged designs that capture the dynamics of change over time (Aguinis et al., 2020). Second, the use of a perception-based instrument has the potential to introduce common method bias, although statistical procedures were implemented to minimize this risk in the current study. Third, the relatively high correlations between constructs suggest the need for further examination of the sharpness of conceptual boundaries, particularly between job control and resilience.

Future research should focus on expanding the theory by exploring additional untested mechanisms. First, integrating variables such as psychological capital, job crafting, or adaptive performance could enhance our understanding of how personal resources are converted into adaptive capabilities (Bakker & Demerouti, 2023). Second, longitudinal research is needed to examine whether resilience develops as a result of accumulated work-control experience or as a response to crisis events. Third, examining boundary conditions, such as transformational leadership, organizational support, or safety culture, would clarify the contexts in which the influence of the locus of control is strengthened or weakened (Plimmer et al., 2022). Fourth, research across the public and private sectors could examine whether the mediating power of resilience differs in environments with greater flexibility than in highly regulated bureaucracies. Thus, future model development should not only replicate the same relationships but also expand the theoretical structure and applicability. Overall, this study presents a conceptual model demonstrating that job control is a psychological foundation that is converted into stable and sustainable performance through resilience capabilities. The conceptual novelty lies in the confirmation of adaptive mediating mechanisms in the context of regulatory public organizations, thus providing a contribution that goes beyond simple correlational testing and offers a more precise path for theory development.

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