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THE INFLUENCE OF SELF-EFFICACY AND LOCUS OF CONTROL ON EMPLOYEE PERFORMANCE WITH JOB SATISFACTION AS AN INTERVENING VARIABLE ON CLEANING OFFICERS AT THE YOGYAKARTA CITY TRADE SERVICE

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Abstract

This study aims to analyze the effect of self-efficacy and locus of control on employee performance with job satisfaction as an intervening variable on Cleaning Officers of the Yogyakarta City Trade Service. This study uses a quantitative approach with a census method of 140 cleaning officers. The data analysis technique used is Partial Least Square - Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software. The results of the study indicate that self-efficacy does not have a significant effect on job satisfaction or employee performance. On the contrary, locus of control has a positive and significant effect on both job satisfaction and employee performance. Job satisfaction has also been shown to have a positive and significant effect on employee performance. However, job satisfaction cannot mediate the effect of self-efficacy on employee performance significantly. This finding indicates that locus of control and job satisfaction are more dominant factors in influencing the performance of cleaning officers. The implication of this study is the importance of focusing efforts to improve performance on aspects of self-control (locus of control) and job satisfaction, through employee involvement and the creation of a conducive work climate.

Keywords: ***Self-efficacy, Locus of Control, Job Satisfaction, Employee Performance.***

INTRODUCTION

Employee performance is a crucial factor in supporting organizational effectiveness, especially in the public sector which is oriented towards community service.(Mangkunegara, 2017). In the local government environment, such as the Yogyakarta City Trade Service, cleaning staff have a strategic role in maintaining the cleanliness and comfort of the traditional market, which is the center of economic and social activities of the community. In the organizational structure of the service, there are 140 market cleaning team personnel who are technically assigned in the field, with a high workload and responsibilities that directly impact the image of public services.

However, the challenges faced by cleaners are not easy. Many of them are contract workers, with job insecurity and low self-confidence. They often feel less competent, have difficulty adapting, and face a gap in work experience with colleagues. This phenomenon has a negative impact on overall job satisfaction and performance, as explained in a study byThe Last Supper (2022),Ancient & Pohan (2024), as well asThe Last Supper (2020).

According to Bandura (1977) in work psychology, self-efficacy and locus of control are two important factors that influence individual work behavior. Self-efficacy refers to a person's belief in their ability to complete a task or face a challenge. Employees with high self-efficacy are more confident, persistent, and better able to overcome work obstacles.(Schunk & DiBenedetto, 2020). Meanwhile, according to Rotter (1966), locus of control is related to the extent to which individuals feel that the results of their work depend on themselves (internal) or on external factors such as fate and the environment.(Flores et al., 2020). Employees with an internal locus of control tend to demonstrate greater responsibility and better decision-making abilities.

These two psychological factors are closely related to job satisfaction, which is defined as the positive or negative feelings that individuals feel about their work.(Mathis & Jackson, 2011). Satisfied employees tend to have high motivation, are loyal to the organization, and produce optimal performance (Judge et al., 2017;(2017). In many studies, job satisfaction has been shown to be a mediating variable that bridges the influence of self-efficacy and locus of control on performance (Ali & Wardoyo, 2021;Wahyuningtyas & Kirana, 2022;Pratiwi et al., 2022).

Unfortunately, most of these studies were conducted in the private sector or structural units. Studies that specifically examine the influence of self-efficacy and locus of control on performance with job satisfaction as a mediating variable in the context of cleaning staff in government agencies are still very limited. Therefore, this study is relevant in an effort to fill the gap in the literature and provide real contributions to improving the performance of non-structural employees in the public sector. Based on this background, this study aims to empirically analyze the influence of self-efficacy and locus of control on employee performance with job satisfaction as an intervening variable on cleaning staff at the Yogyakarta City Trade Service.

Self-Efficacy

According to Bandura (1977), self-efficacy is an individual's belief in his or her ability to complete a particular task..High self-efficacy makes individuals feel capable of facing work challenges and tend to be more persistent in completing their tasks. Self-efficacy is formed through successful experiences, vicarious experiences, social persuasion, and physiological-emotional conditions.(Kartika et al., 2018). According toSchunk & DiBenedetto (2020),self-efficacy can influence how individuals think, feel, and act in a work context.

In relation to job satisfaction, employees who have high self-efficacy tend to feel satisfied with their work because they feel able to control the work process and results. StudyThe Last Supper (2022)proves that self-efficacy has a significant influence on job satisfaction. Therefore, the proposed hypothesis:

H1: Self-efficacy has a positive effect on job satisfaction.

However, in some contexts, self-efficacy does not necessarily have a direct impact on improving performance.The Last Supper (2020)found that the influence of self-efficacy on employee performance is not always significant, depending on organizational support and the work environment. Therefore, this study proposes the following hypothesis:

H2: Self-efficacy does not have a direct effect on employee performance.

Locus of Control

Locus of control describes an individual's beliefs about the source of control over events that occur in his or her life.Rotter (1966) divides locus of control into two types: internal and external. Individuals with internallocus of control believes that the results of their work depend on personal effort, while individuals with an external locus of control believe that luck, fate, or other parties determine the results of their work.(Flores et al., 2020).

Individuals with an internal locus of control tend to be more responsible and independent in their work. Internal locus of control has also been shown to have a positive effect on job satisfaction and performance.(Ali & Wardoyo, 2021; Zulfikar et al., 2022). Therefore, the following hypothesis is proposed:

H3: Locus of control has a positive effect on job satisfaction.

H4: Locus of control has a positive effect on employee performance.

Job satisfaction

Job satisfaction is a positive emotional state of employees towards their work which arises from an assessment of the characteristics of the work itself (Mangkunegara, 2017). According toMathis & Jackson (2011), job satisfaction is influenced by many factors, including working conditions, salary, recognition, employee relations, and opportunities for self-development.

High job satisfaction can increase work enthusiasm, loyalty to the organization, and ultimately encourage increased performance..The Last Supper (2022)as well asPratiwi et al. (2022)also stated that job satisfaction has a significant positive influence on employee performance. Based on these findings, the following hypothesis is proposed:

H5: Job satisfaction has a positive effect on employee performance.

Job Satisfaction as an Intervening Variable

Several studies have shown that the influence of self-efficacy and locus of control on performance can be indirect through job satisfaction.Pratiwi et al. (2022)found that job satisfaction is able to mediate the relationship between psychological factors and employee performance. Therefore, in this study two additional hypotheses were formulated:

H6: Job satisfaction mediates the influence of self-efficacy on employee performance.

H7: Job satisfaction mediates the influence of locus of control on employee performance.

METHOD

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This study uses a quantitative approach with an explanatory research type to test the effect of self-efficacy and locus of control on employee performance with job satisfaction as an intervening variable. The subjects of the study were all janitors of the Yogyakarta City Trade Service totaling 140 people, and all of them were made respondents through census techniques. Data collection was conducted using a closed questionnaire based on a Likert scale of 1–5. The research instrument was compiled based on indicators from each variable. Self-efficacy is measured through the dimensions of task difficulty level, breadth of behavioral field, and strength of belief. Locus of control includes dimensions of effort, ability, fate, and influence of others. Job satisfaction is measured from individual and job factors, while employee performance is measured based on SKP elements and work behavior according to PP No. 30 of 2019. Data analysis was carried out using the Partial Least Square – Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 3 software. Validity and reliability tests were carried out through outer model evaluation, while hypothesis testing used the inner model by looking at the t-statistic and p-value values from the bootstrapping results.

RESULTS AND DISCUSSION

This study involved 140 cleaners from the Yogyakarta City Trade Office. Based on the data results, respondents were dominated by male gender as many as 108 people (77.14%), while females numbered 32 people (22.86%). The majority of respondents were in the age range of 41-50 years (35%), followed by the age group of 31-40 years (33.6%), and the rest were above 50 years and below 30 years. Based on the last level of education, most respondents were high school/vocational school graduates (66.43%), then junior high school (21.43%), and the rest were elementary school or equivalent. Most have worked between 6-10 years (43.57%) and more than 10 years (32.14%). This shows that most of the cleaners have had quite a long work experience and are of productive age. This study uses the Partial least Square (PLS) data analysis method with the help of SmartPLS 3.0 software. There are two stages carried out in data analysis, namely by testing the Outer Model and Inner Model.

Outer Model

The purpose of this Outer Model study is to identify the relationship between latent variables and their indicators; in other words, the outer model defines how each indicator relates to the latent variables. Data analysis using SmartPLS evaluates the model through three measurement criteria: convergent validity, and reliability tests (including Cronbach's Alpha and Composite Reliability).

To assess the outer model, namely convergent validity, it is measured from the outer loading value (> 0.7). The following is the first data processing based on 4 variables with a total of 24 statements:

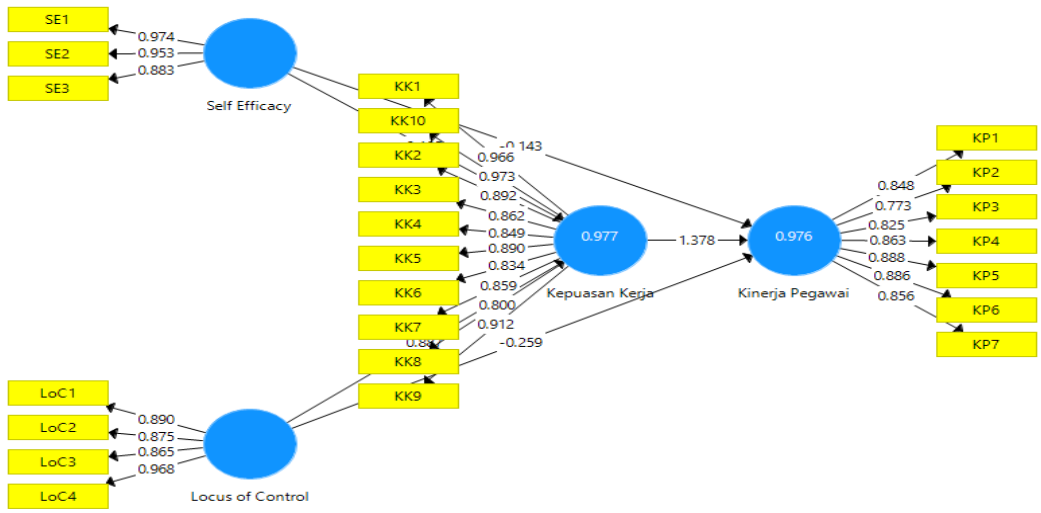

Figure 1. Convergent Validity-Outer Loadings Test Results

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Table 1. Convergent Validity-Outer Loadings Test Results

Item	Self-Efficacy (X1)	Locus of Control (X2)	Job Satisfaction (Y1)	Employee Performance (Y2)	Information
X1.1	0.974				Valid
X1.2	0.953				Valid
X1.3	0.883				Valid
X2.1		0.890			Valid
X2.2		0.875			Valid
X2.3		0.865			Valid
X2.4		0.968			Valid
Y1.1			0.966		Valid
Y1.2			0.892		Valid
Y1.3			0.862		Valid
Y1.4			0.849		Valid
Y1.5			0.890		Valid
Y1.6			0.834		Valid
Y1.7			0.859		Valid
Y1.8			0.800		Valid
Y1.9			0.912		Valid
Y1.10			0.973		Valid
Y2.1				0.848	Valid
Y2.2				0.773	Valid
Y2.3				0.825	Valid
Y2.4				0.863	Valid
Y2.5				0.888	Valid
Y2.6				0.886	Valid
Y2.7				0.856	Valid

Source: Data processing results, 2025

According to the general rule (rule of thumb), the indicator loading factor value is said to be valid if ≥ 0.7. However, in developing new models or indicators, loading factor values between 0.5 - 0.6 are still acceptable.(Kurniawan, 2011). From the table it can be seen that all indicators have a validity greater than 0.7. Therefore, the indicators used in this study have sufficiently described each construct to be measured.

Table 2. Reliability Test Results (Composite Reliability and Chronbach's Alpha) and AVE

Variables	Cronbach's Alpha	Composite Reliability	AVE
Self-Efficacy	0.931	0.956	0.879
Locus of Control	0.921	0.945	0.811
Job satisfaction	0.969	0.973	0.784

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Employee Performance	0.935	0.948	0.721

Source: Data processing results, 2025

The test results above show that the Cronbach's Alpha and Composite Reliability values are all above 0.7, indicating strong reliability and consistency in each variable. This confirms that each construct or variable in the study functions as an effective measuring tool, and each question used to measure the construct shows a high level of reliability. The Average Variance Extracted (AVE) value can describe the magnitude of the variance or diversity of manifest variables that can be contained by the latent construct. The ideal value of the Average Variance Extracted (AVE) is 0.5, which means good Convergent Validity. This indicates that the latent variable can explain an average of more than half of the variance of its indicators. The Average Variance Extracted (AVE) criterion for a variable to be valid must be above 0.50(Haryono, 2017, p. 375). The test results in Table 2 above show that all variables have an AVE value of more than 0.5. This means that all variables have good validity.

Inner Model

Testing of the inner model or structural model is carried out to see the values of R Square (R2), F Square (F2), Predictive Relevance (Q2), and Goodness of Fit (GoF) tests, as well as tests of the influence between variables.

Table 3. R Square Value

Variables	***R Square***
Job satisfaction	0.977
Employee Performance	0.976

Source :2025 data processing results

According to Chin (1998) in(Ghozali, Imam; Latan, 2015, p. 81)R Square value of 0.67, 0.33 and 0.19 can be concluded that the model is strong, medium and weak. Based on the measurement results above, it can be said that the influence is strong. The output results above show that the R Square value means the percentage contribution of the influence of exogenous variables to endogenous. R Square of Job Satisfaction variable of 0.977 means that the contribution of the influence of Self-Efficacy and Locus of Control variables to Job Satisfaction is 97.7% while the rest is explained by other variables outside the model studied. R Square of Employee Performance variable of 0.976 means that the contribution of the influence of Self-Efficacy, Locus of Control and Job Satisfaction variables to Employee Performance is 97.6% while the rest is explained by other variables outside the model studied.

Table 4. F Square Value

Influence Between Variables	**F Square**
Self-Efficacy (X1) →Job Satisfaction (Y1)	0.038
Locus of Control (X2) → Job Satisfaction (Y1)	2,707
Self-Efficacy (X1) → Employee Performance (Y2)	0.065
Locus of Control (X2) → Employee Performance (Y2)	0.060

Source :2025 data processing results

Based on the results of the F square (f^2) value analysis, it is known that the influence of self-efficacy on job satisfaction has an f^2 value of 0.038 which is relatively small, indicating that the contribution of this variable to changes in job satisfaction is relatively low. Meanwhile, locus of control on job satisfaction has an f^2 value of 2.707 and is relatively large, so it can be concluded that locus of control is a dominant factor in explaining variations in job satisfaction. Meanwhile, self-efficacy on employee performance has an f^2 of 0.155 which is relatively moderate, indicating a significant but not dominant influence. On the other hand, locus of control on employee performance shows a small influence with an f^2 value of 0.060. Meanwhile, job satisfaction on employee performance shows a large contribution to improving performance with an f^2 value of 1.185. These findings indicate that locus of control and job satisfaction are key factors in driving improved performance of cleaning staff in the Yogyakarta City Trade Office.

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Predictive Relevance (Q2) is also known as Stone-Geisser. This test is conducted to show the model's predictive capability if the value is above 0.(Hair et al., 2012).This value is obtained by:

$$Q2 = 1– (1 – R12)* (1 – R22) … (1 – Rp2)$$

Where R12, R22…Rp2 are the R Square of exogenous variables in the equation model. If Q2 > 0 indicates the model has Predictive Relevance and if the value of Q2 < 0 indicates that the model lacks Predictive Relevance.(Ghozali, Imam; Latan, 2015, p. 81).The Q2 test is calculated using Ms. Excel as follows:

$$Q2 = (1– (1 – 0.6112) * (1 – 0.5312)) = 0.818$$

From the calculation above, the result is 0.818. Because the Q2 value is greater than 0, the model has Predictive Relevance.

Goodness of Fit (GoF) is a single measure used to validate the combined performance of the measurement model (outer model) and the structural model (inner model). The purpose of the GoF assessment is to measure the performance of the PLS model both at the measurement stage and in the structural model by focusing on the prediction of the overall performance of the model which can be calculated using the following formula:(Tenenhaus et al., 2004)

The criteria are value 0.10 (GoF small), value 0.25 (GoF medium), and value 0.36 (GoF large).(Ghozali, Imam; Latan, 2015, p. 83).The GoF test was calculated using Ms Excel and the result was 0.655, so the GoF was large. The calculation can be seen as follows:

Average AVE = Average (0.725,0.770,0.765,0.745) = 0.751
Average R2 = Average (0.531,0.611) = 0.571 GoF = SQRT(0.751*0.571) =**0.655**

Hypothesis Testing

At this hypothesis testing stage, an analysis is carried out to determine whether the independent variables have a significant effect on the dependent variable. Hypothesis testing is carried out by testing the path coefficient which presents the parameter coefficient and the significance value of the t-statistic. The significance of the calculated parameters shows the relationship between the research variables. A probability level of 0.05 is used as the threshold for accepting or rejecting the proposed hypothesis. The results of the structural model test estimation are shown in the table below:

Table 5. Path Coefficient Results

Hypothesis	*Original Sample*	*Sample Mean*	*Standard Deviation*	*T Statistics*	*P Values*	*Note*
Self-Efficacy (X1)→ Job Satisfaction (Y1)	0.105	0.092	0.060	1,748	0.081	**No Proven**
Locus of Control (X2)→ Job Satisfaction (Y1)	0.887	0.901	0.058	15.235	0.000	**Proven**
Self-Efficacy (X1)→ Employee Performance (Y2)	0.002	0.008	0.112	0.021	0.983	**No Proven**
Locus of Control (X2)→ Employee Performance (Y2)	0.963	0.975	0.107	8,983	0.000	**Proven**
Job Satisfaction (Y1) → Employee Performance (Y2)	1,378	1,384	0.216	6,381	0.000	**Proven**
Self-Efficacy (X1)→ Job Satisfaction (Y1) → Employee	0.145	0.126	0.083	1,749	0.081	**No Proven**

Performance (Y2)						
Locus of Control (X2) → Job Satisfaction (Y1) → Employee Performance (Y2)	1.22 2	1.248	0.218	5,597	0.000	**Proven**

Source: Data processing results, 2025

Self Efficacy does not have a significant effect on job satisfaction
Table 6. Self Efficacy test results do not have a significant effect on job satisfaction.

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Self-Efficacy (X1) → Job Satisfaction (Y1)	0.105	1,748	0.081	**Not Proven**

Source: Data processing results, 2025

The table above shows that Self-Efficacy does not have a significant effect on Job Satisfaction, with a coefficient value of 0.105 and a p value of 0.081. This shows that increasing Self-Efficacy does not necessarily directly increase Job Satisfaction in the Yogyakarta Trade Office environment.

Locus of Control has a significant influence on job satisfaction
Table 7. Results of the Locus of Control test have a significant effect on job satisfaction.

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Locus of Control (X2)→ Job Satisfaction (Y1)	0.887	15.235	0.000	**Proven**

Source: Data processing results, 2025

Based on the results of the hypothesis test, it was found that Locus of Control has a positive effect on job satisfaction. This can be seen from the output Path Coefficient which obtained a coefficient of 0.887 and a p value of 0.000, so that it can be stated that there is a significant positive effect between the Locus of Control variable and job satisfaction.

Self Efficacy does not have a significant effect on employee performance
Table 8. Self Efficacy test results do not have a significant effect on employee performance.

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Self-Efficacy (X1)→ Employee Performance (Y2)	0.002	0.021	0.983	**Not Proven**

Source: Data processing results, 2025

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The table above shows that Self-Efficacy does not have a positive effect on Employee Performance. This is indicated by a very small path coefficient value, which is 0.002, with a p value of 0.983. This means that the effect of Self-Efficacy on employee performance is not significant.

Locus of Control has a significant influence on employee performance

Table 9. The results of the Locus of Control test have a significant effect on employee performance.

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Locus of Control (X2) → Employee Performance (Y2)	0.963	8,983	0.000	**Proven**

Source: Data processing results, 2025

The table above shows that Locus of Control has an effect on Employee Performance. This can be seen from the Path Coefficient output which obtained a coefficient value of 0.963 and a p value of 0.000, so Ho is rejected, H1 is accepted. This shows that locus of control is an important predictor in explaining employee performance.

Job satisfactionhas a significant impact on employee performance

Table 10. Job satisfaction test results have a significant effect on employee performance.

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Job Satisfaction (Y1) → Employee Performance (Y2)	1,378	6,381	0.000	**Proven**

Source: Data processing results, 2025

The table above shows that Job Satisfaction has a significant effect on Employee Performance. This can be seen from the Path Coefficient output which obtained a coefficient value of 1.378 and a p value of 0.000, so that H0 is rejected and H1 is accepted. This means that job satisfaction plays an important role in improving performance.

Self Efficacy has no effectsignificant impact on employee performance through job satisfaction.

Table 11. The results of the Self Efficacy test do not have a significant effect on employee performance through job satisfaction.

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Self-Efficacy (X1) → Job Satisfaction (Y1) → Employee Performance (Y2)	0.145	1,749	0.081	**Not Proven**

Source: Data processing results, 2025

Based on the results of the indirect path hypothesis test (mediation), Self-Efficacy → Job Satisfaction → Employee Performance produces a coefficient value of 0.145 with a p of 0.081, this result is not statistically significant at the 5% level, but is close to significant, which means that Job Satisfaction has the potential to be a mediator between Self-Efficacy and Employee Performance.

Locus of Control is influentialsignificant impact on employee performance through job satisfaction.

Table 12. The results of the Locus of Control test have a significant effect on employee performance through job satisfaction.

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Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Information
Locus of Control (X2) → Job Satisfaction (Y1) → Employee Performance (Y2)	1.222	5,597	0.000	**Proven**

Source: Data processing results, 2025

The results of the indirect path test show that Locus of Control has a significant effect on Employee Performance through Job Satisfaction, with a mediation coefficient value of 1.222 and a p value of 0.000. This finding indicates that Job Satisfaction is a strong mediator in the relationship between Locus of Control and Employee Performance. This means that the higher the individual's belief that he has control over his work (internal locus of control), the greater the job satisfaction felt, and ultimately has an impact on improving performance.

CONCLUSION

Based on the results of the study on the Influence of Self-Efficacy and Locus of Control on Employee Performance with Job Satisfaction as an Intervening Variable on Cleaning Officers at the Yogyakarta City Trade Service, the following conclusions can be drawn:

1. Self-efficacy does not have a significant effect on job satisfaction of cleaning staff at the Yogyakarta City Trade Service.
2. Locus of Control has a positive and significant effect on job satisfaction of cleaning staff at the Yogyakarta City Trade Service.
3. Self-efficacy does not have a significant effect on employee performance in the cleaning staff of the Yogyakarta City Trade Service.
4. Locus of Control has a positive and significant effect on employee performance in the cleaning staff of the Yogyakarta City Trade Service.
5. Job satisfaction has a positive and significant effect on employee performance in the cleaning staff of the Yogyakarta City Trade Service.
6. Job satisfaction cannot be significantly mediated by self-efficacy in influencing employee performance in cleaning staff at the Yogyakarta City Trade Service.
7. Locus of Control and job satisfaction have been proven to be factors that have a greater influence on employee performance than self-efficacy.

Based on the conclusions above, several suggestions can be concluded that can be useful and beneficial as consideration for the Yogyakarta City Trade Service and further researchers:

1. For Agencies (Yogyakarta City Trade Service)
   It is recommended that agencies pay more attention to developing the self-efficacy of cleaning staff through training, regular coaching, and giving awards for good performance. These efforts are important to foster officers' self-confidence in their ability to complete work tasks independently and effectively.
2. For Further Researchers
   It is suggested that future research add other variables such as work stress, work environment, or organizational support as intervening or moderating variables, to gain a more comprehensive understanding of the factors that influence the performance of cleaners.

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