

# Effect of Self-Efficacy and Locus of Control on Employee Performance with Transformational Leadership Style as Moderating Variable

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## Abstract

*This study aims to determine the effect of self-efficacy and locus of control on employee performance with transformational leadership as a moderating variable. The population in this study are all employees of companies engaged in interior design who work in Jakarta. The sampling technique used in this research is census, that is, the entire population is used as a sample. The number of samples studied amounted to 255 respondents. Data collection techniques by distributing questionnaires via google form. This research method is quantitative, and data processing uses SmartPLS 3.0 software. The results of this study are self-efficacy has a positive and significant effect on employee performance, locus of control has a positive and significant effect on employee performance, transformational leadership style has a positive and significant effect on employee performance, transformational leadership style is not able to strengthen the influence of self efficacy on employee performance and transformational leadership style are not able to strengthen the influence of locus of control on employee performance. The conclusion from the results of this study is that employee performance is inseparable from self-efficacy, locus of control and transformational leadership style. The high trust of employees, leaders who pay attention to their employees and provide enthusiasm, employee performance will increase.*

## Keywords

Self-efficacy; locus of control; employee performance; transformational leadership



## I. Introduction

In every organization where employee activities or the world of work, employees have a very important role. Employees can also be interpreted as assets of the company that must be maintained. Without employees, the company cannot operate properly so that the company will experience losses and can even result in the company going out of business or going bankrupt. In contrast to the case if the company can take care of its employees, the employee's performance will be good and even increase. When companies can treat and pay attention to their employees well, it will greatly affect the progress of employees, so employees will have good performance in their work so that it has a positive impact on the company. According to Lukiyana & Halima (2016) every organization always has certain goals and objectives to be achieved, if the company is able to manage human resources optimally, of course it will have good performance. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

Improving employee performance in the company a leader has a hand in. Every leader has a different leadership style in each company. A good leader is a leader who is willing and able to work with his employees. In this case the transformational leadership style is something that can be applied to a leader.

According to Bass & Riggio (2010) in their book, *Leading organizations: Perspectives for a new era*, transformational leaders are leaders who motivate others to do more than originally intended and often even more than they thought possible. According to Bass (1999) transformational leaders can inspire employees to show positive behavior. Thus it can be said that transformational leaders are leaders who can motivate or inspire their employees to be able to do their jobs well or even more than targeted.

Transformational leadership style affects the performance of employees in a company will also increase, because employees feel that leaders provide motivation, enthusiasm and attention to their employees. Employee performance will not always be fine, one day if the employee experiences personal problems it will probably affect his performance, therefore the role of transformational leaders is very influential as well.

To support employee performance, an employee must have self-efficacy and locus of control. Self-efficacy is a person's belief or belief in his ability to succeed or be successful in achieving his duties so as to provide positive things. According to Zulkosky (2009) self-efficacy is the belief that one can control the situation and get positive results. While locus of control is a person's perspective on himself to convince himself to be able to produce or achieve something optimally. According to Chasanah (2018) locus of control is a person's perspective on an event whether that person can or cannot control the events that occur to him.

From previous research, according to Safrizal et al., (2020) Self-efficacy significantly mediates the effect of transformational leadership on job satisfaction. In addition, according to Ary & Sriathi (2019) self-efficacy has a positive and significant effect on employee performance. Locus of control has a positive and significant effect on employee performance. Self-efficacy and locus of control together affect employee performance. According to Ratnasari et al., (2019) direct organizational culture, leadership style, and job satisfaction have a significant effect on performance and indirectly through job satisfaction organizational culture and leadership style significantly affect performance.

Based on previous research, therefore researchers are interested in conducting research on the effect of self-efficacy and locus of control on employee performance with transformational leadership style which is the moderating variable and this research results will be suggestions for all companies located in Jakarta or even outside the city though.

## II. Review of Literature

### 2.1 Self-Efficacy

*Self-efficacy* is a person's belief in an individual's ability to complete certain jobs or tasks (Bandura, 1977). According to Chen et al., (2004) Self-efficacy is a concept related to human behavior, the level of effort he makes, and a person's persistence. To see the level of *self-efficacy* in a person can be seen from how much someone can solve a problem that is being faced (Efendi, 2013).

### 2.2 Locus of Control

Rotter (1966); Keenan & McBain (1979) *locus of control* as the extent to which a person feels that they have control over the actions they will take, both internally and externally. *Locus of control* is a psychological condition that refers to an individual's belief that the way he behaves is based on self-control or control that comes from outside of

themselves (Narendra, 2018). According to Indriasari (2019) *locus of control* is a reflection of a person's tendency to believe that he himself can control events in his life both internally and externally.

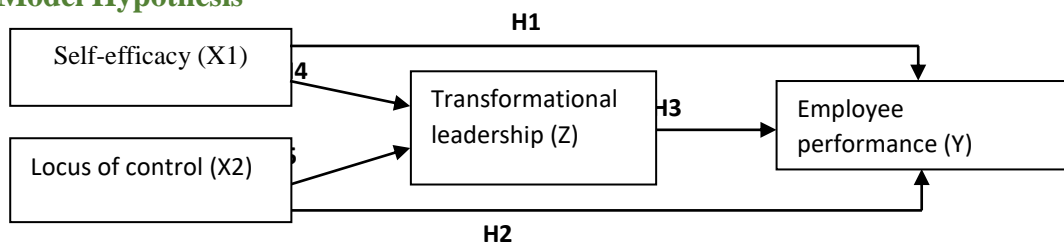
### 2.3 Employee Performance

Boye Kuranchie-Mensah & Amponsah-Tawiah (2016) employee performance is the result or level of success of a person as a whole during a certain period in carrying out tasks. According to Mangkunegara & Huddin (2016) employee performance is the quality and quantity given in the form of work results achieved in carrying out the duties and responsibilities given by the company. Performance is a person's success in carrying out tasks or work results achieved by a person or group in an organization in accordance with their respective authorities and responsibilities (Wulandari et al., 2021). This means that every job has standard elements that must be met (Wahjudewantia et al., 2021).

### 2.4 Transformational Leadership Style

Bass (1999) transformational leader is a leader who inspires, motivates his employees to show positive behavior. Transformational leaders also provide care and apply intellectual stimulation to employees and tasks according to the abilities and conditions of employees so that employees provide an enthusiastic, creative and innovative attitude (Septyan, 2017). Not only makes employees believe in them, but also improves organizational culture by making employees believe in their own potential to create a good future in the company or organization (Santhidran et al., 2013; Khalid et al., 2021).

### 2.5 Model Hypothesis



**Figure 1.** Path Diagram of the effect of self-efficacy and locus of control on employee performance with transformational leadership style as a moderating variable

The hypothesis in this study is as follows:

- H1 : *self-efficacy* has a positive effect on employee performance.
- H2 : *locus of control* has a positive effect on employee performance.
- H3 : transformational leadership has a positive effect on employee performance.
- H4 : *self-efficacy* has a positive effect on transformational leadership.
- H5 : *locus of control* has a positive effect on transformational leadership.

## III. Research Method

### 3.1 Types of Research

Research uses quantitative methods, in which this research is successful from the research data obtained in the form of numbers and analyzed using statistics (D. Sugiyono, 2018). This study also uses a causal research design where this research is to prove the cause and effect of several variables. This research consists of 4 variables, namely *self-efficiency*, *locus of control*, employee performance and transformational leadership style.

### 3.2 Sample Population

The population in this study are employees of companies engaged in interior design who work in Jakarta. The sampling technique used in this study is a census, where the entire population is used as a sample. The number of samples studied amounted to 255 people.

### 3.3 Data Collection Data

Sources use primary data. Data were obtained from questionnaires distributed through social media (whatsapp, instagram, facebook, twitter, etc.) which contained the opinion or assessment of respondents with the problem to be studied. The scale used in the preparation of the questionnaire is the Likert scale. Each respondent was asked to provide answers to the statements made by the researcher. The rating scale is: a score of 1 (strongly disagree), a score of 2 (disagree), a score of 3 (neutral), a score of 4 (agree) and a score of 5 (strongly agree).

### 3.4 Analytical

Methods The analytical method used is descriptive statistical analysis method, in which this method analyzes data by describing or describing data from each variable. This analysis is an activity of collecting, processing, and describing the collected data (PD Sugiyono, 2009). This study uses SmartPLS 3.0 as software or a tool in data processing.

## IV. Result and Discussion

### 4.1 Descriptive Statistics

Respondents used in this study were 255 respondents. The results of the data obtained from this study came from questionnaires distributed to all respondents using the google form. The questionnaire distributed contained questions related to this research variable, the questionnaire also contained personal data from the respondents consisting of: gender, age, last education, employee status, and the respondent's length of service. The following data collected from respondents are as follows:

**Table 1.** Respondent Profile

No	Profile	Number of respondents	Percentage (%)
1	Gender		
	Male	83	32.5
	Female	172	67.5
2	Age		
	17 - 20 years	8	3.1
	21 - 27 years	162	63.5
	28 - 35 years	48	18.8
	36 - 40 years	20	7.8
	> 41 years	17	6.7
3	Last education		
	SMA/SMK/Equivalent	131	51.4
	D3	24	9.4
	S1	97	38.0

	Masters degree	3	1.2
4	Status of		
	Contract	63	24.7
	Permanent	192	75.3
5	Length of service		
	1 - 3 years	124	48.6
	4 - 5 years	76	29.8
	6 - 10 years	39	15.3
	>11 years	16	6.3

In table 1, it can be seen that there are 124 people (48.6%) of respondents in the length of work who have a working period of 1-3 years (48.6%).

#### 4.2 Validity Test Measurement (Outer Model)

Ghozali & Latan (2012) *outer model* is often also referred to as the *outer relation* or *measurement model*, meaning that each indicator is related to its latent variable. The validity test was conducted to determine the ability of the research instrument to measure what it should measure (Istiariani, 2018). According to Wijanto (2008), *the loading factor* of less than 0.5 is very significant. If the *loading factor* is less than 0.5 it will be omitted from the model. For early-stage research, the measurement scale of *the value loading factor* of 0.5 to 0.6 is considered quite good. To check the significant *loading factor* can be done by checking the t-statistical value or p-value. If the value of t statistic > 1.96 and p value < 0.05 then it has significant validity.

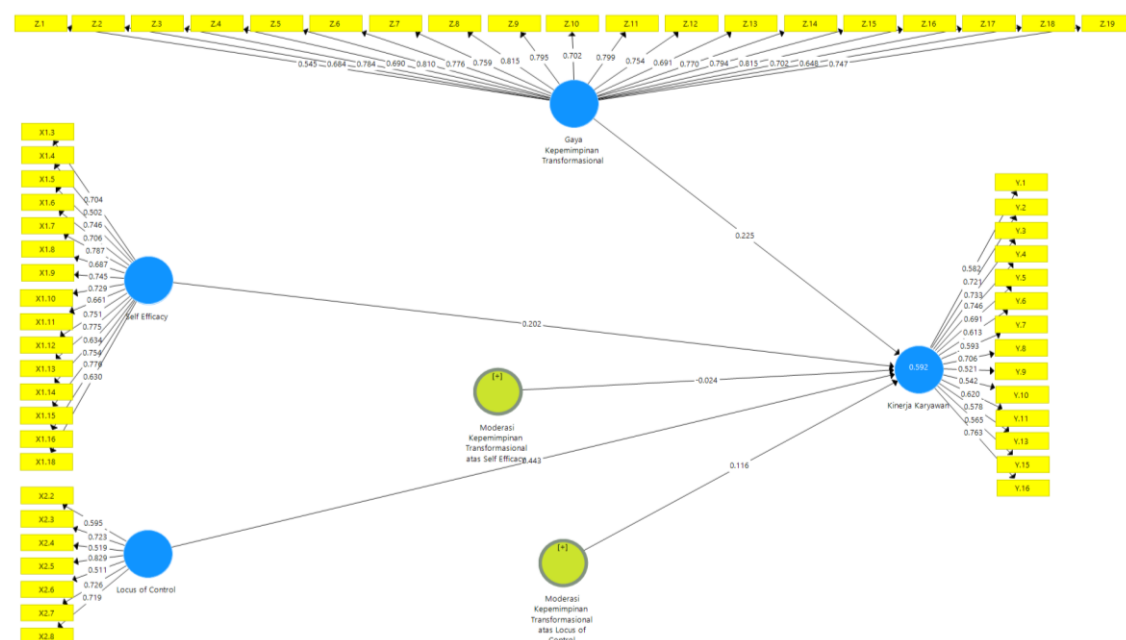


Figure 2. Construct Reliability & Validity Validity

A test is used to measure whether the questionnaire is valid or not. The questionnaire is said to be valid if the question is able to reveal something that can be measured. To be able to prove the validity of the instrument, it requires some evidence. The evidence can be in the form of content (content validity or content validity), constructively (construct

validity) and criteria (criteria validity) (Yusup, 2018). In the study, from the outer loading image, the validity of the respondents was in accordance with the criteria and was valid.

### 4.3 Reliability Test Reliability

Testing is used to determine the extent to which data collection tools and measuring instruments have a level of accuracy, accuracy, stability and consistency and can be relied on (Sugiyono, 2017). Reliability tests performed on the outer model include:

- *Composite reliability* : data that has composite reliability > 0.7 has high reliability.
- *Cronbach alpha* : the reliability test was strengthened by Cronbach alpha. Expected value > 0.7 for all constructs.
- *Average variance extracted (AVE)* : Expected value > 0.5.

Based on the results of this data processing, the respondents from this study were reliable and answered the questionnaire questions consistently and the accuracy of the data from the respondents could be tested on the hypothesis.

### 4.4 Structural Model Testing (Inner Model)

Analysis of structural model testing (inner model) is carried out to ensure that the structural model built is strong and accurate.

### 4.5 Coefficient of Determination (R<sup>2</sup>)

The coefficient of determination is the square of the correlation coefficient (R<sup>2</sup>) associated with the independent variable and the dependent variable (Saputri, 2016). According to Sugiyono (2017) the coefficient of determination is used to find out how much the ability of the independent variable can explain the dependent variable. The formula used to calculate the coefficient of determination is  $KD = R^2 \times 100\%$ . The criteria for the analysis of the coefficient of determination are:

- If KD detects zero (0), then the influence of the independent variable on the dependent variable is weak.
- If KD detects one (1), then the influence of the independent variable on the dependent variable is strong.

Based on the results of calculations using the SmartPLS program, it can be seen that the R<sup>2</sup> value<sup>0.592</sup>, so it can be seen that 59.2% of employee performance is influenced by *self-efficacy*, *locus of control* and transformational leadership style. While the other 40.8% were influenced by other factors not included in this study.

### 4.6 Hypothesis Testing Hypothesis

Testing includes the significant value of each path coefficient which states there is a significant effect or not between constructs and structural model testing is used to test the hypothesis between research variables can be seen from the P value and T statistics. If the T statistical value is > 1.96 then the effect is significant and or if the P value <0.05 the effect is significant (Angelini, 2019).

**Table 2.** Results of Path Coefficient Hypothesis Testing

	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Transformational Leadership Style -> Employee Performance	0.225	0.224	0.059	3.830	0.000

<i>Locus of Control</i> -> Employee Performance	0.443	0.449	0.064	6.878	0.000
Transformational Leadership Moderation on <i>Locus of Control</i> -> Employee Performance	0.116	0.110	0.086	1,350	0.177
Transformational Leadership Moderation on <i>Self-Efficacy</i> -> Employee Performance	-0.024 - 0.021	3.	0.065	0.370	0.712
<i>Self-Efficacy</i> -> Employee	Table	Loading	Outer	Hypothesis	Performance
					0.202
					0.203
					0.075
					2.702
					0.007

### Results Testing

	Transformational Leadership Style	Employee Performance	Locus of Control	Self-Efficacy
X1.3				0.704
X1.4				0.502
X1.5				0.746
X1.6				0.706
X1.7				0.787
X1.8				0.687
X1.9				0.745
X1.10				0.729
X1.11				0.661
X1.12				0.751
X1.13				0.775
X1.14				0.634
X1.15				0.754
X1.16				0.776
X1.18				0.630
X2.2			0.595	
X2.3			0.723	
X2.4			0.519	
X2.5			0.829	
X2.6			0.511	
X2.7			0.726	
X2.8			0.719	
Y.1		0.582		
Y.2		0.721		
Y.3		0.733		
Y.4		0.746		
Y.5		0.691		
Y.6		0.613		
Y.7		0.593		

Y.8	0.706
Y.9	0.521
Y.10	0.542
Y.11	0.620
Y.13	0.578
Y.15	0.565
Y.16	0.763
Z.1	0.545
Z.2	0.684
Z.3	0.784
Z.4	0.690
Z.5	0.810
Z.6	0.776
Z.7	0.759
Z.8	0.815
Z.9	0.795
Z.10	0.702
Z.11	0.799
Z.12	0.754
Z.13	0.691
Z.14	0.770
Z.15	0.794
Z.16	0.815
Z.17	0.702
Z.18	0.648
Z.19	0.747

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From the data in table 2 above, it is known that some of the proposed hypotheses were accepted and some were rejected. This shows that there are variables that have an influence and do not. The following is an analysis related to the influence between variables according to the proposed hypothesis:

#### 4.7 The Effect of Self-Efficacy on Employee Performance

Results of the *path coefficient* based on T statistics show that the effect of *self-efficacy* on employee performance has a significant level of 2,702. So it can be stated that *self-efficacy* has a positive and significant effect on employee performance and the hypothesis is accepted. The results of this study are in accordance with research conducted by Simbolon & Priyonggo (2022) which states that there is an influence of *self-efficacy* on employee performance. Employees who have high self-confidence are able to produce something profitable or achieve the goals of their work, and employees who have high *self-efficacy* are able to solve problems and provide the best decisions for the solution.

#### 4.8 The Effect of Locus of Control on Employee Performance

Results of the *path coefficient* based on T statistics show that the *locus of control* on employee performance has a significant level of 6878. So it can be stated that *locus of control* has a positive and significant effect on employee performance and the hypothesis is accepted. The results of this study are in accordance with research conducted by Mulyani et al., (2019); Soleh et al., (2020) which states that there is an influence of *locus of control*



on employee performance. Employees who have a high and good personality can control the problems that occur so that these problems can be resolved properly.

#### **4.9 The Effect of Transformational Leadership Style on Employee Performance**

Results of the *path coefficient* based on T statistics show that the effect of transformational leadership style on employee performance has a significant level of 3830. So it can be stated that the transformational leadership style has a positive and significant effect on employee performance and the hypothesis is accepted. The results of this study are in accordance with research conducted by Mangkunegara & Octorend (2015); Nguyen et al., (2017); Simbolon & Priyonggo (2022) which states that there is an influence of transformational leadership style on employee performance. A good leader is a leader who can direct his employees and provide high expectations for his employees. In addition, a leader must be able to encourage the enthusiasm and enthusiasm of his employees to achieve company goals.

#### **4.10 Moderation of Transformational Leadership Style on the Effect of Self-Efficacy on Employee Performance**

Results of the *path coefficient* based on T statistics show that transformational leadership style is not able to strengthen the influence of *self-efficacy* on employee performance because it has a significant level of 0.370 so the hypothesis is rejected. Leaders who are negligent or do not pay attention to the welfare of their employees will affect the trust and performance of their employees. This can happen because the leader does not pay attention to his employees.

#### **4.11 Moderation of Transformational Leadership Style on the Effect of Locus of Control on Employee Performance**

Results of the *path coefficient* based on T statistics show that transformational leadership style is not able to strengthen the influence of *locus of control* on employee performance because it has a significant level of 1,350 so the hypothesis is rejected. A leader must pay attention to every personality of his employees, because every individual has a different personality. If the leader cannot pay attention to his employees, then this can affect the performance of the employees because they feel they are not being cared for by their leaders, so this can have a bad impact on the company, if the employee's performance is not good.

### **V. Conclusion**

Based on the results of the study, it can be concluded that employee performance is one of the important factors in the development of a company or organization. The high trust of employees, leaders who pay attention to their employees and provide enthusiasm, then employee performance will increase. The results of this study can provide empirical evidence regarding the effect of self-efficacy and locus of control on employee performance with transformational leadership style as a moderating variable. This research can also aim at learning for companies to respond about their employees. This study used a sample of 255 respondents. The results show that:

1. Self-efficacy has a positive and significant effect on employee performance.
2. Locus of control has a positive and significant effect on employee performance.
3. Transformational leadership style has a positive and significant effect on employee performance.

4. Transformational leadership style is not able to strengthen the effect of self-efficacy on employee performance.
5. Transformational leadership style is not able to strengthen the influence of locus of control on employee performance.

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