

The Influence of Organizational Culture and Locus of Control on Organizational Citizenship Behavior and Its Impact on Employee Performance at PT PLN (Persero) Central Java & DIY Yogyakarta Distribution Main Unit

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ABSTRACT

The purpose of this research is to examine the influence of organizational culture, locus of control, organizational citizenship behavior, and employee performance. The research design employed quantitative method using explanatory research approach. The sample comprised the entire population, totaling 170 participants. Data was collected through questionnaire surveys. Data analysis was conducted using SmartPLS 4.0, involving three stages: outer model, inner model, and hypothesis testing. The conclusion drawn from this study is that organizational culture, locus of control, and organizational citizenship behavior have a positive and significant impact on employee performance.

INTRODUCTION

The role of human resources is pivotal for service-oriented companies, emphasizing customer satisfaction as their prime goal. In today's dynamic business landscape, marked by intense competition, adaptability, responsiveness, and innovation are imperative for sustainable success (Robbins & Judge, 2015). Additionally, companies bear social responsibility towards stakeholders, including employees, consumers, and shareholders, necessitating optimal management of human resources. PLN Central Java and Yogyakarta Distribution Unit are committed to supporting the economy, particularly the industrial sector, evidenced by the significant increase in electricity supply. Despite economic challenges post-pandemic, PLN has shown improved performance, contributing positively to community welfare.

LITERATURE REVIEW

One of the factors that influences employee performance is organizational culture. Indiyati (2018) stated that organizational culture is an important aspect that needs attention, because it reflects the characteristics and image of the organization. If an organization has the characteristics of organizational cultural values that are shared by all members of the organization, it can be said to have a strong organizational culture.

The role of organizational culture in influencing employee performance has been proven by a number of previous studies such as Wagiman & Sutanto (2018); Fajar & Fermayani (2019); and Baihaqi & Saifudin (2021) which states that organizational culture has a significant positive effect on employee performance. The results of this research show that the better the organizational culture practices, the more impact it will have on improving employee performance. Based on the results of theoretical studies and evidence in previous research, in this research the research hypothesis can be formulated as follows:

H1: Organizational culture has a positive and significant effect on employee performance.

The role of Locus of Control in influencing employee performance has been proven by a number of previous studies such as Sari (2018), Wardhana (2019), and Dudi et al., (2019) which stated that Locus of Control has a significant positive effect on employee performance. The results of this research show that the higher the Locus of Control, the more employee performance will increase. Based on the results of theoretical studies and evidence in previous research, in this research the research hypothesis can be formulated as follows:

H2: Locus of Control has a positive and significant effect on employee performance.

The role of organizational culture in influencing Organizational Citizenship Behavior has been proven by a number of previous studies such as Ghashghaenia & Hafezi (2015), Harwiki (2016), and Novitasari et al., (2022) which stated that organizational culture has a significant positive effect on Organizational Citizenship Behavior. The results of this research show that the more the organizational culture implemented by the company matches employee expectations, the more it will encourage Organizational Citizenship Behavior.

Based on the results of theoretical studies and evidence in previous research, in this research the research hypothesis can be formulated as follows:

H3: Organizational culture has a positive and significant effect on Organizational Citizenship Behavior.

The role of Quality of Work Life in influencing employee job satisfaction has been proven by a number of previous studies such as Khoeri (2019) and Septiawati et al., (2019) which stated that Locus of Control has a significant positive effect on Organizational Citizenship Behavior. The results of this research show that a higher Locus of Control can encourage increased Organizational Citizenship Behavior.

Based on the results of theoretical studies and evidence in previous research, in this research the research hypothesis can be formulated as follows:

H4: Locus of Control has a positive and significant effect on Organizational Citizenship Behavior.

The role of Organizational Citizenship Behavior in influencing employee performance has been proven by a number of previous studies such as Nurnaningsih & Wahyono (2022) and Maryani et al., (2022) which stated that Organizational Citizenship Behavior has a significant positive effect on employee performance. The results of this research show that higher levels of Organizational Citizenship Behavior can encourage increased performance.

Based on the results of theoretical studies and evidence in previous research, in this research the research hypothesis can be formulated as follows:

H5: Organizational Citizenship Behavior has a positive and significant effect on employee performance. The mediating role of Organizational Citizenship Behavior in influencing organizational culture on employee performance has been proven by a number of previous studies such as Dharma (2018), Munawir., (2018), and Novitasari, et al., (2022) which stated that Organizational Citizenship Behavior has a significant mediating role. the influence of organizational culture on employee performance. Based on the results of theoretical studies and evidence in previous research, in this research the research hypothesis can be formulated as follows: H6: Organizational Citizenship Behavior significantly mediates the influence of Organizational Culture on employee performance.

The mediating role of Organizational Citizenship Behavior in influencing Locus of Control on employee performance has been proven by a number of previous studies such as Akbar, et al., (2020) which states that Organizational Citizenship Behavior significantly plays a mediating role in the influence of Locus of Control on employee performance. Based on the results of theoretical studies and evidence in previous research, in this research the research hypothesis can be formulated as follows:

H7: Organizational Citizenship Behavior significantly mediates the influence of Locus of Control on employee performance

Based on the explanation above, on the background of the problem and on the theoretical basis, the researcher describes the framework of thought that will be used as a reference in the research. The framework of thought is as follows:

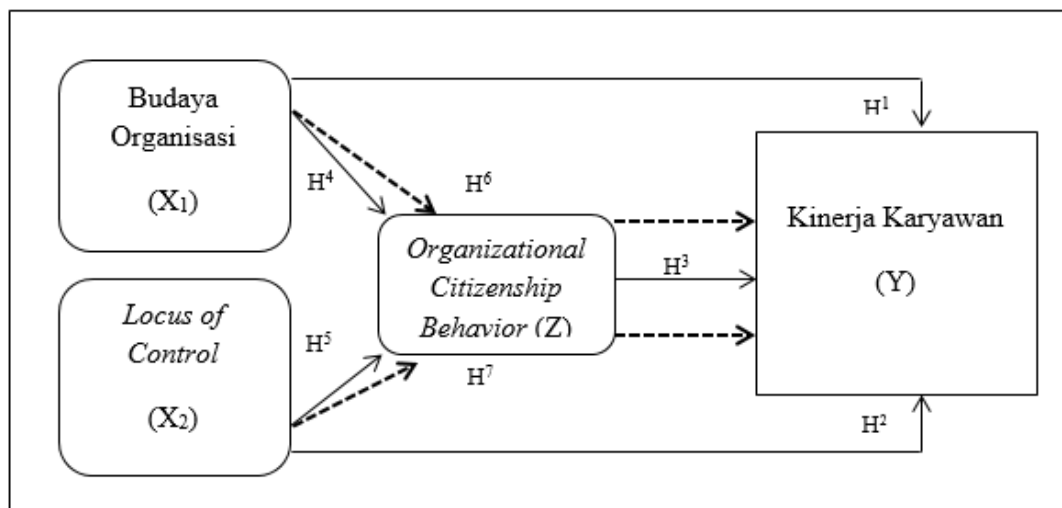


Figure 1. Conceptual Framework

METHODOLOGY

The type of research used is based on the method, namely quantitative. The research method is based on the philosophy of positivism, used to research certain populations or samples, collecting data using research instruments, quantitative/statistical data analysis, with the aim of testing predetermined hypotheses (Sugiyono, 2020). Based on the aim, this research is explanatory research, namely research that will examine the relationship between variables that influence the researcher's hypothesis (Sugiyono, 2016).

Population

According to Sugiyono (2016) population is a generalized area consisting of subjects or objects that have the same characteristics so that a conclusion can be drawn. The population used in this research were all employees at PT PLN (Persero) Central Java Distribution Main Unit & D.I. Yogyakarta with 170 employees.

Table 1. Research Population

No	Unit	Jumlah
1.	General Manager	3
2.	Unit Perencanaan	13
3.	Unit Distribusi	44
4.	Unit Niaga & Manajemen Pelanggan	41
5.	Unit Keuangan	13
6.	Unit Komunikasi & Umum	15
7.	Unit Perencanaan Pengadaan	16
8.	Unit Pelaksana Pengadaan	17
9.	Unit K3	8
Total		170

Source: PT PLN (Persero) Board of Directors Regulation Number: 0261.P/DIR/2022

Sample

Sugiyono (2016) said that a sample is a small part of the population that has the same characteristics so that it can represent the population. This research uses a purposive sampling technique, namely a sampling technique where the researcher will determine certain criteria or special characteristics that are in accordance with the research objectives.

The criteria used in this research are permanent employees who have worked for at least 1 (one) year. The reason for selecting based on 1 (one) year of experience is because the employee has experienced sufficient time to adjust to the work environment. Employees who have worked for at least 1 (one) year after being appointed as permanent employees are the entire population of PT PLN (Persero) Central Java Distribution Main Unit & D.I. Yogyakarta as many as 170 employees.

Data Collection Methods

The data collection method used in this research is:

A questionnaire is a primary data collection method using a number of question items or statements in a certain format, which is most commonly used in field studies or surveys (Sugiyono, 2016). The questionnaire used in this research was distributed directly to employees of PT PLN (Persero) Central Java Distribution Main Unit & D.I. Yogyakarta. The questionnaire is made with a closed question model, namely a list of questions that have alternative answers provided. Respondents' alternative answers were measured using a 5 (five) tiered Likert scale which has the following criteria:

Tabel 2. Likert Scale Instrument

Pernyataan	Skor
Sangat Setuju (SS)	5
Setuju (S)	4
Cukup Setuju (CS)	3
Tidak Setuju (TS)	2
Sangat Tidak Setuju (STS)	1

RESEARCH RESULT

In this research, hypothesis testing uses the Partial Least Square (PLS) analysis technique with the Smart PLS 4.0 program. In general, PLS-SEM aims to test predictive relationships between constructs by seeing whether there is a relationship or influence between these constructs. The logical consequence of using PLS-SEM is that testing can be carried out without a strong theoretical basis, ignoring several assumptions (non-parametric) and the accuracy parameters of the prediction model seen from the value of the coefficient of determination (R^2) with a sample size ranging from 30 - 100 samples (Haryono, 2017). The criteria used as parameters in conducting outer model analysis include convergent validity, discriminant validity and composite reliability.

Validity is related to the point that the manifest variables in a construct have a high correlation. To carry out a convergent validity test, you can do it by

looking at the loading factor value for each indicator of a construct. The rule applied to assess using this criterion is that the loading factor value must be at a value of 0.7 in confirmatory research and in the range of 0.6-0.7 in exploratory research, however in early-stage research, a value of 0.5 is still acceptable. Apart from that, the average variance extracted (AVE) value must be higher than 0.5 (Ghozali and Latan, 2015).

Table 3. Convergent Validity Test Results

Variabel	Indikator	Loading Factor	Rule of Thumb	Kesimpulan
Budaya Organisasi	X1_1	0,887	0,700	Valid
	X1_2	0,863	0,700	Valid
	X1_3	0,878	0,700	Valid
	X1_4	0,870	0,700	Valid
Locus Of Control	X2_1	0,874	0,700	Valid
	X2_2	0,880	0,700	Valid
	X2_3	0,833	0,700	Valid
	X2_4	0,885	0,700	Valid
	X2_5	0,823	0,700	Valid
Kinerja Karyawan	Y.1	0,815	0,700	Valid
	Y.2	0,884	0,700	Valid
	Y.3	0,812	0,700	Valid
	Y.4	0,878	0,700	Valid
	Y.5	0,852	0,700	Valid
	Y.6	0,717	0,700	Valid
Organizational Citizenship Behavior	Z.1	0,755	0,700	Valid
	Z.2	0,756	0,700	Valid
	Z.3	0,759	0,700	Valid
	Z.4	0,745	0,700	Valid
	Z.5	0,821	0,700	Valid

The results of the convergent validity test using the SmartPls 4.0 program as in table 4.10 show that all indicators (constructs) for each research variable produce loading factor values > 0.70 . Thus, it can be concluded that all constructs used in this research are valid. The following is an image of the results of the outer structural model.

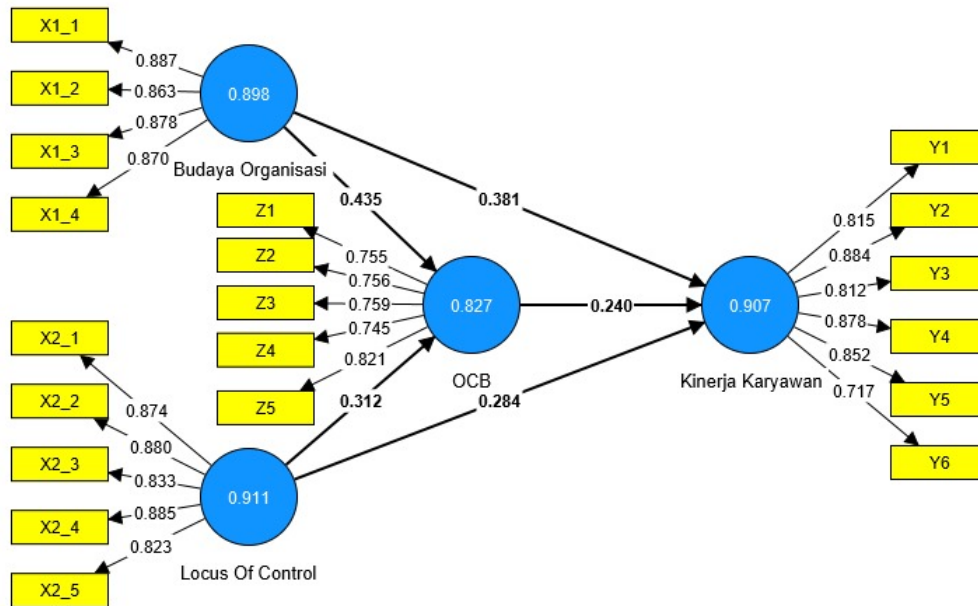


Figure 2. Outer Loadings Data Processing Results

The research validity test was obtained through several stages, namely Convergent Validity in the form of Outer Loadings (Loading Factor) and Average Variance Extracted (AVE) as well as Discriminant Validity in the form of Cross Loading. After carrying out a convergent validity test using loading factors, the next step is to carry out a convergent validity test using the Average Variance Extracted (AVE) value with the following results:

Table 4. AVE Value Results

	Average Variance Extracted (AVE)
Budaya Organisasi	0,765
Kinerja Karyawan	0,686
Locus Of Control	0,738
OCB	0,590

Above shows that all variables have met the specified AVE criteria, namely with a value ≥ 0.5 . This shows that the Convergent Validity Test is acceptable. The variable that has the highest AVE is variable X1, Organizational Culture with a value of 0.765. Next, the validity of the research was continued with Discriminant Validity testing through the Cross Loading test.

Discriminant validity has the aim of evaluating how unique a construct is compared to other constructs. The process of testing discriminant validity using the Fornell-Larker Criterion involves comparing the $\sqrt{\text{AVE}}$ value with other latent variables. The principle that needs to be fulfilled is that the correlation value of one $\sqrt{\text{AVE}}$ with its own variable construct must exceed the correlation with other variable constructs. This phenomenon can be seen through the diagonal and vertical orientation of each variable column.

Table 5. Fornell-Larcker Criterion processing values

	Budaya Organisasi	Kinerja Karyawan	Locus Of Control	OCB
Budaya Organisasi	0,875			
Kinerja Karyawan	0,652	0,828		
Locus Of Control	0,466	0,585	0,859	
OCB	0,580	0,607	0,514	0,768

Table 5. shows that the $\sqrt{\text{AVE}}$ value of the organizational culture variable with the variable itself is 0.875, meaning that the $\sqrt{\text{AVE}}$ value of organizational culture towards itself is greater than other variables. This also applies to the employee performance $\sqrt{\text{AVE}}$ value of 0.828, $\sqrt{\text{AVE}}$ Locus of Control of 0.859, $\sqrt{\text{AVE}}$ OCB of 0.768, thus it can be concluded that the instrument used in this research has met the discriminant validity criteria. The next stage in testing Discriminant Validity is carried out through the application of the Cross Loading test. This Cross Loading test refers to the Outer Loading assessment, where the variable construct is expected to have a higher value for its own variable compared to other variables. The following are the results of the Cross Loading values from this research:

Table 6. Cross Loading processing value

	Budaya Organisasi	Kinerja Karyawan	Locus Of Control	OCB
X1_1	0,887	0,572	0,423	0,546
X1_2	0,863	0,545	0,397	0,529
X1_3	0,878	0,585	0,383	0,447
X1_4	0,870	0,580	0,427	0,506
X2_1	0,405	0,484	0,874	0,454
X2_2	0,442	0,558	0,880	0,465
X2_3	0,374	0,456	0,833	0,468
X2_4	0,370	0,517	0,885	0,426
X2_5	0,409	0,491	0,823	0,395
Y1	0,436	0,815	0,512	0,532
Y2	0,543	0,884	0,485	0,558
Y3	0,499	0,812	0,505	0,488
Y4	0,587	0,878	0,550	0,464
Y5	0,577	0,852	0,475	0,553
Y6	0,593	0,717	0,371	0,415
Z1	0,357	0,504	0,426	0,755
Z2	0,559	0,537	0,387	0,756
Z3	0,410	0,372	0,394	0,759
Z4	0,420	0,337	0,314	0,745
Z5	0,458	0,530	0,439	0,821

The table above shows that the Outer Loading value of each indicator for its variable is higher than its relationship with other variable constructs. The results of the Fornell-Larker Criterion and Cross Loading calculations above show that the validity of the research referred to from Discriminant Validity shows its validity. The results of previous calculations show their validity through the Convergent Validity and Discriminant Validity tests. By referring to the results of the structural model test in the previous stage, both on the outer and inner models, it can be revealed that the model has met the requirements for hypothesis testing. The calculation results using SmartPls 3.2 software show the formation of the model as follows:

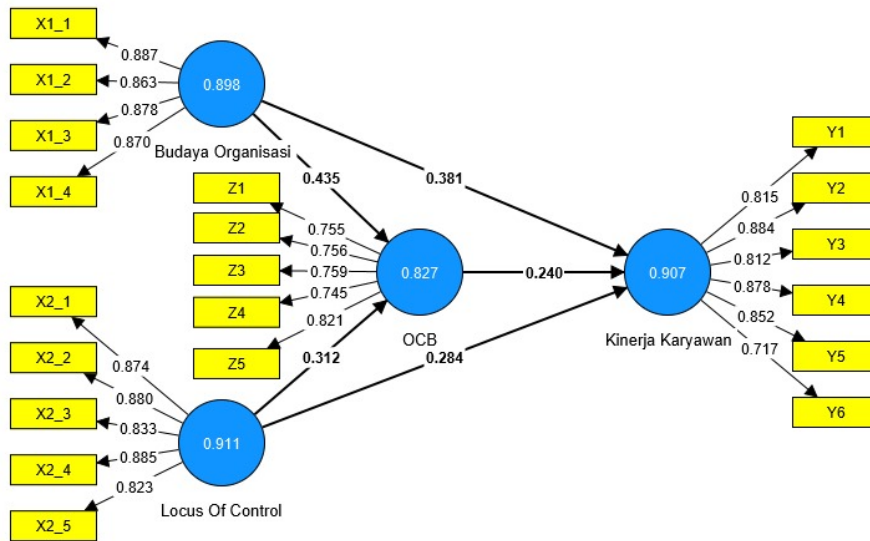


Figure 3. Path Diagrams in Research Theoretical Models

Table 7. Hypothesis Path Coefficients Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Budaya Organisasi -> Kinerja Karyawan	0,485	0,483	0,076	6,406	0,000
Budaya Organisasi -> OCB	0,435	0,436	0,073	5,952	0,000
Locus Of Control -> Kinerja Karyawan	0,359	0,363	0,076	4,723	0,000
Locus Of Control -> OCB	0,312	0,316	0,079	3,945	0,000
OCB -> Kinerja Karyawan	0,240	0,241	0,078	3,091	0,002

The results of hypothesis testing can be explained as follows:

1. Testing H1: the influence of organizational culture on employee performance based on testing H1 obtained a t-statistic value of 6.406 or greater than 1.96 (t.table), and a p-value of 0.000 is smaller than 0.05 ($p < 0.05$). The path coefficient value is positive 0.485. Thus, the first hypothesis (H1) which states that organizational culture has a positive and significant effect on employee performance is "proven".
2. Testing H2: the influence of Locus of Control on employee performance based on testing H2 obtained a t-statistic value of 4.723 or greater than 1.96 (t.table), and a p-value of 0.000 is smaller than 0.05 ($p < 0.05$). The path coefficient value is positive 0.359. Thus, the second hypothesis (H2) which states that Locus of Control has a positive and significant effect on employee performance is "proven".
3. Testing H3: the influence of Organizational Citizenship Behavior on employee performance based on testing H3, the t-statistic value was 3.091 or greater than 1.96 (t. table), and the p-value was 0.002, smaller than 0.05 ($p < 0.05$). The path coefficient value is positive 0.240. Thus, the third hypothesis (H3) which states that Organizational Citizenship Behavior has a positive and significant effect on employee performance is "proven".
4. Testing H4: the influence of organizational culture on Organizational Citizenship Behavior. Based on testing H4, the t-statistic value was 5.952 or greater than 1.96 (t. table), and the p-value was 0.000, smaller than 0.05 ($p < 0.05$). The path coefficient value is positive 0.435. Thus, the fourth hypothesis (H4) which states that organizational culture has a positive and significant effect on Organizational Citizenship Behavior is "proven".

- Testing H5: the influence of Locus of Control on Organizational Citizenship Behavior. Based on testing H5, the t-statistic value was 3.945 or greater than 1.96 (t. table), and the p-value was 0.000, smaller than 0.05 ($p < 0.05$). The path coefficient value is positive 0.312. Thus, the fifth hypothesis (H5) which states that Locus of Control has a positive and significant effect on Organizational Citizenship Behavior is "proven".

Indirect Effect Hypothesis Test

To find out the role of the Organizational Citizenship Behavior variable in mediating organizational culture and Locus of Control on employee performance, it can be shown in the specific indirect effects table.

Table 8. Specific Indirect Effects

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Locus Of Control -> OCB -> Kinerja Karyawan	0,075	0,076	0,032	2,357	0,018
Budaya Organisasi -> OCB -> Kinerja Karyawan	0,104	0,105	0,037	2,812	0,005

The results of hypothesis testing can be explained as follows:

- Testing H6: the role of Organizational Citizenship Behavior in mediating the influence of organizational culture on employee performance. Based on the H6 test, the t-statistic value of 2.812 is greater than 1.96 (t-table), and the p-value is 0.005, smaller than 0.05 ($p < 0.05$). The path coefficient value is positive 0.104, thus the sixth hypothesis (H6) which states that Organizational Citizenship Behavior significantly mediates the influence of organizational culture on employee performance is "proven". Considering that organizational culture has a significant influence on Organizational Citizenship Behavior; Organizational Citizenship Behavior has a significant effect on employee performance; and organizational culture has a significant effect on employee performance, then Organizational Citizenship Behavior acts as partial mediation.
- Testing H7: the role of Organizational Citizenship Behavior in mediating the influence of Locus of Control on employee performance. Based on the H7 test, the t-statistic value of 2.357 is greater than 1.96 (t-table), and the p-value is 0.018 smaller than 0.05 ($p < 0.05$). The path coefficient value is positive 0.075, thus the seventh hypothesis (H7) which states that Locus of Control significantly mediates the influence of Organizational Citizenship Behavior on employee performance is "proven". Considering that Locus of Control has a significant effect on Organizational Citizenship Behavior; Organizational Citizenship Behavior has a significant effect on employee performance; and Locus of Control has a significant effect on employee performance, then Organizational Citizenship Behavior acts as partial mediation.

DISCUSSION

Based on the results of testing hypothesis 1 (H1), it shows that organizational culture has a positive and significant impact on employee performance. These findings confirm that the organizational culture policies offered by the company to employees can improve employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. On the other

hand, if the organizational culture policy does not meet employee expectations, then this can reduce employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The results of this research are strengthened by previous research conducted by Wagiman & Sutanto (2018), Fajar & Fermayani (2019) and Baihaqi & Saifudin, (2021) which stated that organizational culture has a significant positive effect on employee performance.

Based on the results of testing hypothesis 2 (H2), it shows that Locus of Control has a positive and significant impact on employee performance. These findings confirm that the Locus of Control policy offered by the company to employees can improve employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. On the other hand, if the Locus of Control policy does not meet employee expectations, then this can reduce employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The results of this research are strengthened by previous research conducted by Sari (2018), Wardhana (2019), and Dudi et al., (2019) which stated that Locus of Control has a significant positive effect on employee performance. Based on the results of testing hypothesis 3 (H3), it has been proven that organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB), so hypothesis 3 (H3) is accepted. These findings confirm that the organizational culture policies offered by the company to employees can improve Organizational Citizenship Behavior (OCB) at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. On the other hand, if the organizational culture policy does not meet employee expectations, then this can reduce Organizational Citizenship Behavior (OCB) at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The results of this research are strengthened by previous research conducted by Ghashghaenia & Hafezi (2015), Harwiki (2016), and Novitasari et al., (2022) which stated that organizational culture has a significant positive effect on Organizational Citizenship Behavior (OCB).

Based on the results of testing hypothesis 4 (H4), it has been proven that Locus of Control has a positive and significant effect on Organizational Citizenship Behavior (OCB), so hypothesis 4 (H4) is accepted. These findings confirm that the Locus of Control policy offered by the company to employees can improve Organizational Citizenship Behavior (OCB) at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. On the other hand, if the Locus of Control policy does not meet employee expectations, then this can reduce Organizational Citizenship Behavior (OCB) at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The results of this research are strengthened by previous research conducted by Khoeri (2019) and Septiawati et al., (2019) which stated that Locus of Control had a significant positive effect on Organizational Citizenship Behavior (OCB). Based on the results of testing hypothesis 5 (H5), it has been proven that Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance, so hypothesis 5 (H5) is accepted. These findings confirm that the Organizational Citizenship Behavior (OCB) policy offered by the company to employees can improve employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. On the other hand, if the Organizational Citizenship

Behavior (OCB) policy does not meet employee expectations, then this can reduce employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit.

The role of Organizational Citizenship Behavior (OCB) in influencing employee performance is strengthened by previous research conducted by Nurnaningsih & Wahyono (2022) and Maryani et al., (2022) which stated that Organizational Citizenship Behavior (OCB) has a significant positive effect on employee performance. Based on the results of testing hypothesis 6 (H6), it is proven that Organizational Citizenship Behavior (OCB) significantly mediates the influence of organizational culture on employee performance. The results of this research explain that organizational culture policies that are appropriate and in line with employee expectations will encourage the emergence of Organizational Citizenship Behavior (OCB). If employees feel satisfied with the organizational culture in their workplace, they will work more productively and have an impact on improving employee performance. The findings of this research are supported by a number of previous studies such as Dharma (2018), Munawir., (2018), and Novitasari, et al., (2022) which stated that organizational culture has a positive and significant effect on employee performance through Organizational Citizenship Behavior (OCB). Based on the results of testing hypothesis 7 (H7), it is proven that Organizational Citizenship Behavior (OCB) significantly mediates the influence of Locus of Control on employee performance. The results of this research explain that an appropriate Locus of Control policy that is in line with employee expectations will encourage the emergence of Organizational Citizenship Behavior (OCB). If employees feel satisfied with the Locus of Control in their workplace, they will work more productively and have an impact on improving employee performance. The findings of this research are supported by a number of previous studies such as Akbar, et al., (2020) and Hutagalung et al., (2020) which stated that Locus of Control has a positive and significant effect on employee performance through Organizational Citizenship Behavior (OCB).

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research conducted by researchers, it can be concluded that in this research the following are stated:

Organizational culture has a positive and significant effect on employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The level of organizational culture will affect employee performance. This means that the better the organizational culture, the more employee performance will increase, and vice versa. Locus of Control has a positive and significant effect on employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The level of Locus of Control will affect employee performance. This means that the better Locus of Control is implemented, the more employee performance will increase, and vice versa. Organizational culture has a positive and significant effect on Organizational Citizenship Behavior (OCB) at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The level of organizational culture will influence Organizational Citizenship Behavior (OCB). This means that the better the organizational culture that is implemented, the more Organizational Citizenship Behavior (OCB) will increase,

and vice versa. Organizational Citizenship Behavior (OCB) has a positive and significant effect on employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. The level of Organizational Citizenship Behavior (OCB) will affect employee performance. This means that the better Organizational Citizenship Behavior (OCB) that is implemented, the more employee performance will increase, and vice versa. Organizational Citizenship Behavior (OCB) significantly mediates the influence of organizational culture on employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. Organizational Citizenship Behavior (OCB) significantly mediates the influence of Locus of Control on employee performance at PT PLN (Persero) Central Java & Yogyakarta Distribution Main Unit. Based on the results of descriptive analysis on the Locus of Control variable, it is shown that employees always take the initiative in resolving problems that arise in the workplace which are considered good enough or not in accordance with employee expectations. Therefore, it is recommended that companies consider involving employees in decision making, providing clear and constructive feedback to employees regarding initiatives in solving problems, and providing training such as problem solving which helps employees feel more confident in handling problems and improve their own abilities.

ADVANCED RESEARCH

The limitation of this research lies in the measurement of OCB which does not differentiate between OCB-I (towards individuals) and OCB-O (towards organizations), even though both have differences in positive employee behavior. For further research, it is recommended to separate OCB measurements based on type. Based on the results of the R-Squares analysis, it is shown that the contribution of variables (organizational culture, Locus of Control, and Quality of Work Life) to employee performance variables is 56%, and the remaining 44% is influenced by other variables outside the variables that were not involved in the research. This. Considering the contribution of perceived influence in the moderate category, future researchers can involve other variables that have been empirically proven to influence employee performance, such as job satisfaction, compensation, work motivation, and leadership.

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