



## The Effect of *Self Efficacy* and *Locus of Control* on *Job Performance* Conec World Surabaya Startup Employee

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### ABSTRACT

The emergence of dynamic problems in the field of Human Resources (HR) in most startup companies in Indonesia resulted in a decrease in employee Job Performance. One of them is the decrease in job Performance of employees in startup companies ConecWorld Surabaya, which in fact Job Performance is one of the most important instruments in the process of achieving a company's goals, therefore the factors in it are very interesting to study. This study aims to determine the effect of Self-Efficacy and Locus of Control on Job Performance of employees of Startup companies ConecWorld Surabaya. This study was conducted at the Startup company ConecWorld Surabaya with a total population and a sample of 50 employees. Data from this study is the primary data obtained through the interview method, the dissemination of questionnaires and observations. The method of data analysis in this study using SEM (Structural Equation modeling) with the analysis tool PLS (Partial Least Square). The results of this study show that both Self-Efficacy and Locus of Control are able to support the improvement of employee Job performance, evidenced by the higher level of Self-Efficacy and the ability of Locus of Control that exist in employees, it can improve the Job Performance of conecworld Surabaya startup employees.

## INTRODUCTION

In this era, the emergence of technology-based *startups* in Indonesia has reached its peak. Functionally, *startup* businesses are created to solve problems that exist in society. This means that business *startups* tend to innovate to bring out products with disruptive properties. For example, in the current condition, with considerations of efficiency and effectiveness where there is an impossibility for people to fulfil their needs using public transportation, *startup* businesses innovate the market to create *online* transportation applications..

Technology-based *startups* also experience dynamics and obstacles in their development process, especially in terms of organisation or human resource management. Reporting from data obtained from the Indonesia Digital Creative Industry Community or MIKTI in the year (2022) shows that technology-based startups or *startups* have at least six major problems they are facing, of which human resource problems are the second biggest problem that *startups* are trying to solve.

Seeing the above phenomenon, if done otherwise, good human resource management in *startup* businesses will become a competitive advantage and will produce optimal *Job Performance*. *Job Performance* is a level of success for a job that has been successfully demonstrated by employees in a company (Busro, 2020). In this case, *job performance* becomes a benchmark in showing how much and how much employees contribute to the company or organisation. Which is actually very much needed in various organisations, both conventionally regulated companies and technology-based startups.

ConecWorld is one of the *startup* companies in Surabaya that is facing these problems. This can be shown through data on the decline in employee *Key Performance Indicator* (KPI) in the company. Based on the diagram below, in 2022 ConecWorld experienced a significant decline in *Job Performance* when compared to 2021, out of a total of 12 working months in 2022, ConecWorld employees could only achieve their work targets in January and February. In March and then the employee's Job Target continued to decline until it slumped in July 2022, in August and September although it gradually increased, the employee's Job Target was still not achieved until the end of the month in 2022. This becomes a fatal problem if it occurs regularly and has not been found the cause and escalation of handling.

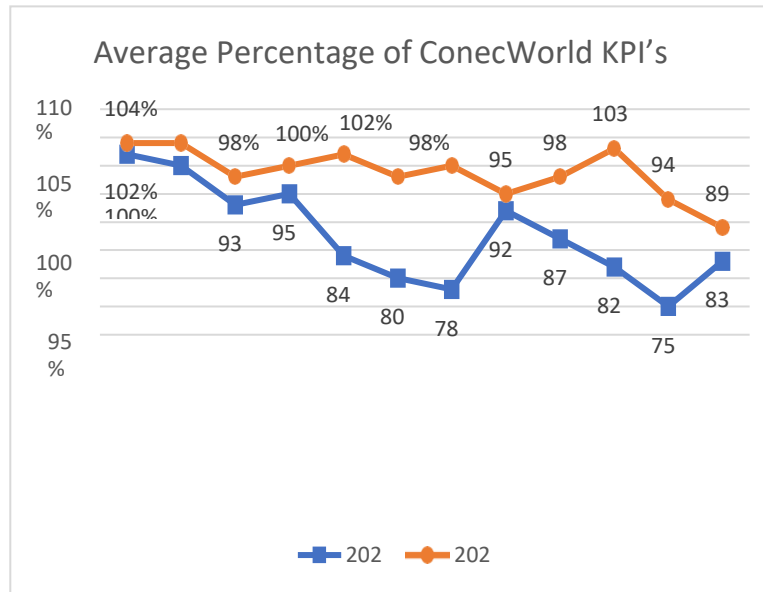


Figure 1. Conec World KPI Percentage 2021 - 2022  
 Source: ConecWorld

One of the factors in reducing employee *Job Performance* can be indicated through internal factors from these employees. Internal factors of employee *Job performance* can implicitly be interpreted as a factor that comes from the employee and is obtained when the employee develops in his job, in other words, internal factors can be interpreted as factors that only come from the personality of an employee (Amaliya & Ifa, 2018). This is also supported by research conducted by Mathis & Jackson in (Wibowo, 2018), where they argue that the level of effort devoted by employees, such as motivation, work ethics, is one of the main factors that affect individual *Job Performance*. So, either the higher or the lower the internal factors affect the *Job Performance* produced (Restu & Ayu, 2019) One of the personality factors that affect *Job Performance* where these factors come from motivation within the employee and in the form of confidence in their abilities is *Self efficacy*. Based on the results of research by Mootalo, et al., in 2019, the internal factor of employees which is one of the personality types that also has a share in influencing *Job Performance* is *locus of control*.

One of the internal factors of employees is *self-efficacy*. *Self efficacy* is a person's belief in his competence in a particular field. So that with the belief in his ability, it can increase a person's interest in doing something. To explore the relationship between *self efficacy* being one of the factors indicating a decrease in employee *job performance*, the author of *preliminary research* (previous research) with the following results.

Based on the results of interviews with 25 ConecWorld employees in February 2023, it shows that ConecWorld employees have a low level of *self-efficacy*, which can affect their *job performance*. A total of 15 employees out of a

total of 25 employees as a sample stated that they lacked confidence that they had above-average abilities, which could have an impact on how they completed the work assigned, their lack of confidence in their own abilities also resulted in failures in work such as not achieving their work targets.

The second, internal factor that affects employee *Job Performance* is *locus of control*. *locus of control* is the belief that a person is in control of events that happen to him and his will or events that happen to him and not by his will (Indriasari & Angreany, 2019). *locus of control* consists of internal *locus of control* and external *locus of control*. Good employees tend to have more internal *locus of control*, because employees with these characteristics will be more responsible, highly motivated and innovative in their work. A higher internal *locus of control* can encourage an increase in employee *job performance*. To explore more information about the relationship between *Locus of Control* as one of the aspects that affect the decline in *Job Performance*, the author of *preliminary research* (previous research).

The results of the interview mentioned that most employees are more easily influenced and dependent on the instructions of others rather than relying on personal effort and initiative, they also often feel that failure in carrying out tasks comes from factors outside themselves either from colleagues or unsupportive work environment conditions.

Based on the background of the existing problems, it can be assumed that there is a relationship between *Job Performance* and *self-efficacy* and also *locus of control* in the work dynamics that occur in the *startup* company ConecWorld.

## THEORETICAL REVIEW

### *Job Performance*

*Job performance* or *actual performance* which in Indonesian means performance which means a work achievement or achievement that is actually achieved by someone. According to Hariandja in (Wahyu, 2018) *Job performance* is an achievement of work produced in the form of real behaviour displayed according to its role in the organisation. Furthermore (Correia & Pragiwani, 2019) states that *job performance* can be influenced by several factors, namely employee abilities, motivation, work environment and employee personality. According to Gomes in (Hajar, 2019) *job performance* indicators are: (1) *Quantity of work*, (2) *Quality of work*, (3) *Job knowledge*, (4) *Creativeness*, (5) *Initiative*, (6) *Personal qualities*.

### *Self Efficacy*

According to Baron & Byrne in (Setyabudi, 2018) argue that *self efficacy* is the way individuals assess their ability and competence both to perform a task, achieve a goal, and produce something. According to Bandura in (Marwan et al., 2018) defines *self-efficacy* as an individual's belief in his ability to initiate actions in achieving set goals, and assess the level or level of this ability with reference to targets in work. According to Bandura in (Takndare, 2021) *Self Efficacy* indicators are: (1) *Generality*, (2) *Level*, (3) *Strength*.

### ***Locus Of Control***

*Locus of control* is an internal aspect of a person in the form of belief in a form of self-control in responding to events that occur, be it events that come from themselves or events that come from outside themselves (Fadilah & Mahyuni, 2019). In line with that, according to (Marwan et al., 2018) argues that *locus of control* is a concept that shows individual beliefs about events that occur in their lives. This includes the belief that success or failure in carrying out various activities in his life is due to his control or control outside himself. According to Chi Hsinking, et al., in (Azmi, 2019) *Locus of Control* indicators are: (1) *Hardwork*, (2) *Problem Solving*, (3) *Motivation*, (4) *Concessive*, (5) *Passive* (6) *Depended*

### **Relationship between *Self Efficacy* and *Job Performance***

*Self efficacy* according to Baron & Byrne in (Setyabudi, 2018) is a scale of assessment or assessment carried out by individuals on their own abilities and competencies to measure both in carrying out a task, achieving a goal to manifest in producing something. Therefore, the assumption where *Self Efficacy* has an influence on *Job Performance* is through job satisfaction, which is influenced by desire, ability. skills and environment. In this case, if it is related to *Self Efficacy*, one of the important abilities possessed by employees is the ability to understand their quality.

The transmission is; when someone has high *Self Efficacy*, then he will feel capable in dealing with all the conditions and problems that are around him, then when someone has awareness of this, then the person's *Job Performance* will increase. Allegations about *Self Efficacy* have an influence on *Job performance*, based on previous research that has proven this influence. Research conducted by (Amaliah, 2021) (Yusra, 2021) and (Tamimi, 2019) which found that *Self Efficacy* has a positive and significant effect on *Job performance*.

H1: It is suspected that *Self Efficacy* has a positive effect on *Job performance startup employees ConecWorld Surabaya*

### **Relationship between *Locus of Control* and *Job Performance***

*Locus Of Control* is an internal aspect of a person in the form of belief in the form of self-control in responding to events that occur, be it events that come from themselves or events that come from outside themselves. In this case there are two dimensions of *Locus Of Control*, namely Internal and External (Fadilah and Mahyuni, 2019).

*Locus of control* is associated with being one of the factors that can affect *Job performance*, which is seen from several internal aspects, namely the attitude of believing in one's own abilities, believing in effort, belief in the

strength of others and believing in the fate that comes from the employee. In this case, someone who has a good *Locus of Control* tends to have a high level of *Job Performance* as well.

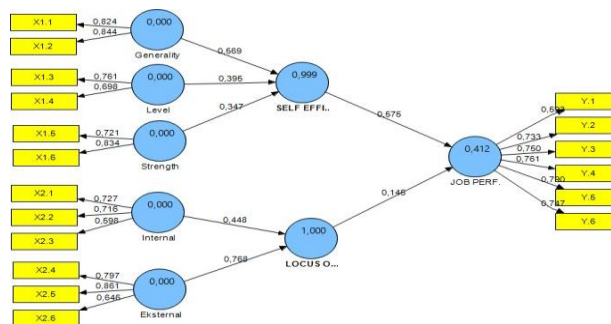
H2: It is suspected that *Locus of Control* has a positive effect on *Job performance startup employees ConecWorld Surabaya*..

## METHODOLOGY

The research conducted applied quantitative methods, this study determined the population, namely all employees at the startup company ConecWorld, totalling 50 employees. Because the population is not greater than 100 respondents, the authors decided to take 100% of the total population in the *startup* company ConecWorld, namely 50 respondents. The data collection method is the method used by the researcher to collect the data needed in the research where this data collection is carried out to obtain the information needed in order to achieve the research objectives. According to (Sugiyono, 2018) data collection methods or techniques can be done by *interview* (interview), *questionnaire* (questionnaire), *observation* (observation), and a combination of the three. The data analysis method in this study uses *Structural Equation Modelling* (SEM) with *Partial Least Square* (PLS) analysis tools. PLS is a method for constructing models that can be predicted when there are too many factors. *Partial Least Square* (PLS) was chosen as this analysis tool because this tool is widely used for complex predictive causation and is an appropriate technique for theories such as this study.

## RESULTS AND DISCUSSION

### Interpretation of *Partial Least Square* (PLS) Results



Sumber: Data Processing, SmartPLS Output

Figure 2. Outer Model with Factor Loading, Path Coefficient and R-Square

From the outer model picture above, there are several things that can be seen, the first is the magnitude of the *factor loading* value of each indicator located above the arrow between the variable (*construct*) and the indicator, it can also be seen the magnitude of the path coefficients above the arrow line between the exogenous variable and the endogenous variable. In addition, it can also be seen the amount of R-Square which is right inside the endogenous variable circle (*Job Performance*).

The measurement model in this study uses exogenous variables with reflective indicators including *Self Efficacy* (X1), and *Locus of Control* (X2) and endogenous variables, namely *Job Performance* (Y). To measure the validity of indicators, one of them is based on the output of the outer Loading table, namely by looking at the magnitude of the factor loading value, because in this modelling all indicators use reflective, the table used is the Outer Loadings output.

Table 1. R-Square

	R Square
<b>JOB PERFORMANCE (Y)</b>	0,412304
<b>LOCUS OF CONTROL (X2)</b>	
<b>SELF EFFICACY (X1)</b>	

Source: SmartPLS Processed Data

The R-square value for the *Job Performance* (Y) variable is 0.412304, meaning that the influence of Job Performance variability can be explained by the *Self Efficacy* and *Locus of Control* variables by 41.23%, while the remaining 58.77% can be explained by other variables outside this study.

Table 2. Path Coefficients (Mean, STDEV, T-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O /STERR)	P Values
<b>SELF EFFICACY (X1) -&gt; JOB PERFORMANCE (Y)</b>	0,574508	0,577508	0,064182	8,951283	0,000
<b>LOCUS OF CONTROL (X2) -&gt; JOB PERFORMANCE (Y)</b>	0,145175	0,150849	0,067075	2,164371	0,033

Source: Data Processed, SmartPLS

*Self Efficacy* (X1) has a positive effect on *Job Performance* (Y) can be accepted, with path coefficients of 0.574508 and a T-statistic value of 8.951283 greater than the Z value  $\alpha = 0.05$  (5%) = 1.96, then Significant (positive).

*Locus of Control* (X2) has a positive effect on *Job performance* (Y) can be accepted, with path coefficients of 0.145175 and a T-statistic value of 2.164371 greater than the Z value  $\alpha = 0.05$  (5%) = 1.96, then Significant (positive).

### **The Effect of *Self Efficacy* on *Job Performance***

Based on the results of research that has been conducted, it is found that *Self Efficacy* has a positive effect on *Job Performance* of ConecWorld Surabaya employees. This shows that someone who has high *Self Efficacy* will also be accompanied by high *Job Performance*. Based on the results of the Outer Loading analysis, it can be seen that the largest indicator for *self-efficacy* is the generality indicator, this shows that ConecWorld employees have not been able to generalise previous experiences into motivation and encouragement to do the work they are going through. This significantly greatly affects the decline in employee *Job Performance* which also has an impact on the ability to achieve *Key Performance Indicator* (KPI) targets. The results of this study are in line with research (Satria, 2022), (Restu & Ayu, 2019), (Takndare, 2019) which states that *Self Efficacy* has a positive effect on *Job Performance*.

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

Based on the results of research that has been conducted, it is found that *Locus of Control* has a positive effect on *Job Performance* of ConecWorld Surabaya employees. This shows that someone who has a good *Locus of Control* will also be accompanied by good *Job Performance*. Based on the results of the Outer Loading analysis, it can be seen that the largest indicator for *locus of control* is the Passive indicator, this shows that ConecWorld employees depend on other people's initiatives and orders for their development in completing a job, and when doing a job many ConecWorld employees allow themselves to be fully controlled by others, which makes the lack of innovation and initiative to seek information in completing their work. has an individual trait that has no desire to find out about information and things that facilitate their work. This significantly affects the decline in employee *Job Performance* which also has an impact on the ability to achieve *Key Performance Indicator* (KPI) targets. The results of this study are in line with research, (Amali Mutamimah, 2021), (Akmalia, 2020), (Restu & Ayu, 2019) which states that *Locus of Control* has a positive effect on *Job Performance*.

## **CONCLUSION AND RECOMMENDATION**

Based on the theory in the discussion and the results of the test analysis regarding the effect of *self efficacy* and *locus of control* on *Job Performance* that has been carried out on ConecWorld Surabaya startup employees, the conclusions are described as follows: (1) *Self Efficacy* (X1) is able to support the increase in employee *Job Perfomance* (Y), as evidenced by



the increasing *Self Efficacy* in employees, it can increase the *Job Performance* of ConecWorld Surabaya *startup* employees. (2) *Locus of Control* (X2) is able to support the increase in employee *Job Performance* (Y), as evidenced by the higher the ability of *Locus of Control* in employees, it can increase the *Job Performance* of ConecWorld Surabaya *startup* employees. From the results of this study and based on all the descriptions that have been presented, some suggestions that the authors can convey include; To increase *Self Efficacy*, ConecWorld *startups* should provide training and development to employees to help them develop competencies and gain a better understanding of their tasks, so as to increase their confidence in performing tasks, and to increase *Locus of Control*, ConecWorld *startups* should start holding *coaching* and *mentoring* sessions between senior employees and junior employees so that this can reduce the low level of passive behaviour of employees. The importance of also providing support and recognition to employees for their performance can help them feel valued and strengthen the belief that they can influence their own results. In addition, the *Job Performance* assessment using the *Key Performance Indicator* (KPI) that has been carried out would be better if it is formulated with evaluation and improvement carried out within a certain period of time (3 or 6 months) so that problems from the organizational side and the development of Human Resources that occur in this company can be resolved.

#### **ADVANCED RESEARCH**

This research still has limitations so it is still necessary to carry out further research on this topic.

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