

THE INFLUENCE OF SELF-EFFICACY, LOCUS OF CONTROL, QUALITY OF WORK LIFE ON EMPLOYEE PERFORMANCE



Atikah Haasyimiyah¹
Universitas Stikubank, Semarang, Indonesia
atikahhaasyimiyah19@gmail.com

Suhana²
Universitas Stikubank, Semarang, Indonesia
suhana@edu.unisbank.ac.id

Abstract

This research tries to find out how self-efficacy, locus of control, and quality of work life impacts employee performance. The subjects of the study were the permanent employees of PT. Sampharindo Perdana located at Semarang. The sample size was determined through convenience sampling method which yielded 147 respondents. The research data was obtained through questionnaire surveys and analyzed with SPSS 22. The methodology employed were descriptive analysis, validity test, reliability test, determination test, F test, and T test. This study validates and concludes that self-efficacy and quality of work life have a significant positive impact on employee performance whereas locus of control does not significantly impact employee performance. The purpose of this study was to provide practical contributions while addressing the gap between theoretical perspectives and actual application concerning the psychological and environmental parameters affecting performance in a pharmaceutical company.

Keywords: Self-Efficacy, Locus of Control, Quality of Work Life, Employee Performance

INTRODUCTION

A company's sustained profitability and growth in today's fast-paced and challenging business landscape depend on how fast a company adapts to changes. Increasingly tight competition, especially in the digital and technology era, encourages companies not only to rely on technological innovation or market expansion alone, but also to focus on effective human resource (HR) management strategies (YuliantoHarinugroho & Fahlefi, 2022). The company's competitiveness is greatly influenced by the synergy between management and employees who are able to build strong collaboration to achieve long-term goals.

Human Resources is an important asset that determines the success of a company. HR professionalism is needed to support organizational effectiveness (Fauziyyah & Rohyani, 2022; Mujanah & Utami, 2023). Therefore, HR management must be carried out comprehensively, from planning to supervision, so that work implementation runs optimally and supports the achievement of company strategies (Ristian & Ehksan, 2023). In this case, employee performance is a key factor that directly contributes to organizational productivity and efficiency.

The success and sustainability of an organization hinge heavily on how its employees perform. High performance at the individual level has a direct impact on achieving overall company targets (Novitasari & Suhana, 2022; Fitria et al., 2022). Psychological and personality factors such as self-confidence, self-control, and work commitment greatly influence employee performance. Various indicators like quality of work, quantity of work, punctuality, efficiency, ability to work unsupervised, and level of devotion to the organization demonstrate performance (Septiatin et al., 2022; Mujanah & Utami, 2023). Companies with good employee performance will find it easier to achieve strategic goals, so that improving performance is a major factor towards long-term success (Nadiroh & Rijanti, 2022).

Self-efficacy is one of the psychological factors that has a positive effect on improving employee performance (Mujanah & Utami, 2023). Self-efficacy reflects an individual's belief in their ability to complete the tasks at hand (Ary & Sriathi, 2019).

Individuals associated with one's confidence suggest that people who have high self-efficacy, resilient, and motivated, while individuals with low self-efficacy feel less capable, which results in decreased performance (Septiatin et al., 2022; Viardhillah et al., 2023).

Work behavior and employee results are influenced by locus of control. An example would be non-controllers who say the results obtained are a consequence of their own efforts and abilities, so they are more motivated and responsible. Conversely, individuals who do not control believe that success is influenced by external factors such as fate or luck, which can reduce work enthusiasm (Samuel & Warner, 2021; Setyorini et al., 2024).

Additionally, quality of work life also contributes to influencing employee performance. This aspect includes balance between work and personal life, social support, opportunities for development, and safe and healthy working conditions (Kurniasari & Dewi, 2023). A good workplace culture enhances employees' engagement and commitment towards achieving company objectives. (Amelia et al., 2024).

Based on the results of a pre-survey of 16 employees of PT. Sampharindo Perdana, an average performance of 82.5% was obtained. Although quite good, this value has not reached the ideal condition, because there is still a gap of 17.5%. Therefore, this study aimed to analyze conducted to explore the influence of self-efficacy, locus of control, and quality of work life on employee performance, with the hope of contributing to developing effective performance improvement strategies and creating a supportive work environment.

REVIEW OF LITERATURE

Employee Performance

Achieving a certain level of employee performance requires a self-work strategy that utilizes one's available skill set and knowledge towards accomplishing tasks and goals with the required quality and quantity, aligned with the obligations accepted. According to Mangkunegara (2017), performance includes work achievements carried out with discipline, responsibility, and full involvement. In the context of an organization, performance is an important factor in achieving goals and increasing competitiveness, especially in the midst of tight business competition. In addition to quantitative achievements, performance also includes contributions to the creation of a productive work environment through work ethic and professional attitude (Kurniawati & Siahaan, 2021; Mujanah & Utami, 2023). In this case, the performance of employees relates to Mangkunegara (2017) which includes work quality, work quantity, punctuality, work effectiveness, and independence.

Self Efficacy

Self-efficacy is the capacity of a person to form the necessary strategies and actions that will help them accomplish a defined goal (Pearce, 2021). This belief influences effort, persistence in facing challenges, and responses to failure. In the work environment, self-efficacy encourages proactive behavior, independence, and resilience to stress. Self-efficacy develops through direct experience, observation of the success of others, verbal support, and management of psychological conditions. Research shows that self-efficacy plays an important role in relation to improving performance, these employees tend to be more confident, more resilient, and effective (Kurniawati & Siahaan, 2021; Viardhillah & Rini, 2023). The indicators of self-efficacy in this study refer to Pearce (2021) which include Belief in one's own abilities, Ability to face challenges, Perseverance in completing tasks, Controlling emotions at work, and Confidence in making decisions.

Locus of Control

Locus of control is a theory that determines how much the person feels they neither influence nor are influenced by the events in their life (Rotter, 1966). Internal locus of control generally means that these employees tend to assert that what has been accomplished is a product of personal efforts while, external locus of control often suggests an inclination to claim that the outcomes are mainly due to some happenings external to efforts spends. In organizations, locus of control influences responsibility, motivation, decision-making, and performance. Greater amounts of intrinsic motivation are usually present in people with stronger internal locus of control, a greater sense of responsibility, and greater autonomy, while external locus of control tends to weaken self-confidence because individuals feel that the results are not in their control (Wardhana, 2021; Setyorini et al., 2024). The indicators of locus of control in this study refer to Rotter's concept (1966) and are reinforced by previous research findings, which include Work Results Determined by Own Efforts, Responsibility for Work Results, Adaptability, Intrinsic Motivation, and Proactive Attitude.

Quality of Work Life

Quality of work life is an organizational approach that aims to foster an employee-centered work atmosphere, by balancing the demands of work and personal life (Walton, 1973). Important aspects of quality of work life include a safe and healthy work environment, participation in decision-making, and opportunities for development. Good implementation can increase employee satisfaction, productivity, loyalty, and motivation. In addition, task variation is also important to prevent boredom and encourage creativity, so that employees are more competitive and committed to organizational goals. The indicators of quality of work life in this study refer to Walton (1973), which include safe and healthy working conditions, employee appreciation, opportunities to develop abilities, balance between work and personal life, and participation and decision-making.

RESEARCH METHOD

This research is a quantitative study conducted with SPSS version 22 as analysis tool. The research was conducted at PT. Sampharindo Perdana, Semarang City. The population was 200 permanent employees and sampling was carried out using convenience sampling techniques, totaling 147 respondents with the provision that they were permanent employees and had worked for more than one year. Data collection is done by sending a survey link or Google form. The research used a Likert scale of 1-5 from strongly disagree to strongly agree. The data source for this research is primary data collected first-hand from the research subject. The measurement in this study is based on indicators that are adjusted from previous studies. In this study there are 20 indicators, each variable has 5 indicators. The analysis techniques applied include descriptive analysis, instrument reliability analysis, multiple regression analysis, determination coefficient analysis, F test, and t test. All data collected by researchers is processed using methods that have been adjusted to the stated analysis objectives.

RESULTS AND DISCUSSION

The findings from the data analysis performed by researchers on permanent employees of PT. Sampharindo Perdana showed that all statement items in the self-efficacy variable (X1.1 - X1.5) answered with an average of 4.15. From the results of the study, it is indicated that employees who have self-efficacy or a high level of self- confidence in completing work will have increased performance.

The results of the data analysis conducted by researchers on the internal locus of control variable with statement items (X2.1 - X2.5) respondents answered with an average of 4.25. From the research objectives formulization, hypotheses were developed which were verified with these methods employees with a good internal locus of control or individuals who believe in their own efforts will increase their performance.

The results of the data analysis that have been processed by researchers on the variable of quality of work life with statement items (X3.1 - X3.5) show an average of

3.97. From this average, it can be interpreted that good work quality will create high performance and make the Company better.

In the employee performance variable statement item (Y.1 – Y5) shows an average of 4.13, namely respondents answered with the option agree. It can be concluded that employees contribute fully to the Company for their work at PT. Sampharindo Perdana.

Validity Test

Table 1.
Validity Test Results

Variable	Indicator	KMO Value	Loading Factor > 0,4	Explanation
Employee performance (Y)	Y.1	0,767	0,748	Valid
	Y.2		0,802	Valid
	Y.3		0,829	Valid
	Y.4		0,793	Valid
	Y.5		0,769	Valid
Self Efficacy (X1)	X1.1	0,759	0,670	Valid
	X1.2		0,750	Valid
	X1.3		0,703	Valid
	X1.4		0,713	Valid

	X1.5		0,708	Valid
Locus Of Control (X2)	X2.1		0,705	Valid
	X2.2		0,645	Valid
	X2.3	0,768	0,834	Valid
	X2.4		0,784	Valid
	X2.5		0,773	Valid
	X3.1		0,735	Valid
Quality Of Work Life (X3)	X3.2	0,815	0,698	Valid
	X3.3		0,832	Valid
	X3.4		0,668	Valid
	X3.5		0,814	Valid

Source: Processed primary data, 2025

In light of the factor analysis results, all items in relation to each of the variables within this research were declared valid because they met the construct feasibility requirements (KMO value > 0.7, Bartlett's Test is significant, and all Loading Factors > 0.4). This shows that all indicators in the questionnaire are statistically able to measure the intended variables accurately and consistently.

Reliability Test

Table 2.
Reliability Test Results

Variable	α Cronbach	R standart	Explanation
Employee performance (Y)	0,845	0,70	Reliable
Self Efficacy (X1)	0,743	0,70	Reliable
Locus Of Control (X2)	0,800	0,70	Reliable
Quality Of Work Life (X3)	0,802	0,70	Reliable

Source: Processed primary data, 2025

In alignment with the findings from the reliability test, all variables in the study had a Cronbach's Alpha value greater than 0.70, signifying that the instruments were reliable and trustworthy. This indicates that the items for each variable reflect strong internal consistency, so that they can produce stable and accountable data.

R² Test

Table 3.
R² Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722 ^a	.521	.511	.35438
a. Predictors: (constant), X1, X2, X3				

Source: Processed primary data, 2025

The adjusted R square value of 0.511 or 51.1% of employee performance variation is explained by the variables of self-efficacy, locus of control, and quality of work life. The remaining 48.9% is attributed to other factors not considered within the scope of this research model.

F Test

Table 4.
F Test Results

ANOVA ^a						
Model		Sum of Square	Df	Mean Square	F	Sig.
1	Regression	19.533	3	6.511	51.846	.000 ^b
	Residual	17.959	143	.126		
Total		37.492	146			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), X1, X2, X3						

Source: Processed primary data, 2025

The findings provided a significant value of 0.000 < 0.05, hence it is reasonable to assume is significant. Conclusively, all independent variables collectively influence the dependent variable, which indicates that this research model can be considered valid for use.

T-Test

Table 5.
t Test Results

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(constant)	.926	.267		3.466	.001
Self Efficacy (X1)	.347	.075	.355	4.612	.000
Locus Of Control (X2)	.101	.077	.106	1.308	.193
Quality of Work Life (X3)	.338	.065	.382	5.167	.000
a. Dependent Variable: Employee Performance					

Source: Processed primary data, 2025

It can be concluded from the hypothesis test in the table above:

1. Hypothesis 1: Self-efficacy has a positive and significant effect on employee performance.

The significance value of self-efficacy on employee performance stands at 0.000 < 0.05, accompanied by a t value of 4.612 which is positively skewed. It can be interpreted that self-efficacy has a positive and significant effect on employee performance so that H₁ is accepted.

2. Hypothesis 2: Locus of control has a positive and significant effect on employee performance.

Based on table, it is known that the t value of 1.308 is positive. This can be interpreted that locus of control has a positive direction of influence on performance, but because the

significance value is $0.193 > 0.05$, there is no significant effect of locus of control on employee performance. So H_2 is rejected, namely locus of control does not have a significant effect on employee performance.

3. Hypothesis 3: Quality of work life has a positive and significant effect on employee performance

It has been noted the quality of work life on employee performance is $0.000 < 0.05$ and t value is 5.167, this indicates that the quality of work life is having a an effect on employee performance positively and significantly, so the results show that H_3 is accepted.

Discussion

The study results self efficacy has a positive and significant effect with employee performance with Beta 0.355 and 0.000 significance. The higher the employee's confidence in their abilities, the higher their performance. The highest indicator reflects self-confidence, while the lowest indicator shows doubts in facing new challenges. This confirms that high self-efficacy encourages employees to be confident, more resilient, and highly motivated in the completion of tasks. This finding is in line with research by Utami and Mujanah (2023) and Viardhillah and Rini (2023), with also confirming the self-efficacy has a positive and significant impact on employee performance.

The study results show that although locus of control impacts employee performance positively, the impact does not reach statistical significance. This means that employees' belief that they have control over their work does not necessarily contribute directly to improved performance. This may be because locus of control influences internal aspects more indirectly, is overshadowed by other more dominant variables, or because of limitations in the work environment that hinder reflection on self-control in achieving performance. In addition, the lack of awareness of respondents regarding the importance of self-control can also be a factor. This finding is in line with the results of Andrawina's (2022) study which showed that locus of control does not impact in a significant way with performance of the employees.

The study findings indicated that work life quality has the positive and significant effect on employee performance, with a Beta value of 0.382 and a significance of 0.000. The higher the quality of work life, such as a comfortable work environment, work-life balance, and opportunities for development and recognition, the higher the employee performance. Based on the study questionnaire, the quality of work life is the strongest factor influencing performance, because employees who feel appreciated and supported tend to be more productive. However, aspects such as development opportunities and work-life balance still need to be improved. This finding is in line with the research of Tarigan et al. (2020) and Amelia et al. (2024) which also showed a positive and significant impact of the quality of work life on employee performance.

CONCLUSION

This study analyzes the influence of self-efficacy, locus of control, and quality of work life on employee performance at PT. Sampharindo Perdana. The findings tell us self-efficacy and quality of work life have a positive impact and significantly influence work performance, meaning that employees with high self-confidence and supported by a balanced work environment tend to perform better. Conversely, Locus of control does not have a significant effect, possibly because the work system or organizational culture limits

individual control. This finding emphasizes the importance of developing self- efficacy and improving quality of work life as a management focus in performance improvement strategies. Although locus of control is not statistically significant, this variable still plays a role in shaping a sense of responsibility and initiative. This finding is a strategic input for companies in developing effective human resource policies to improve employee performance and productivity.

This study has several limitations that need to be considered for future improvements. First, the study only used three independent variables, namely self- efficacy, locus of control, and quality of work life, which together explain 52.1% of the variation in employee performance, while the remaining 47.9% is influenced by other variables that have not been studied. Second, in the data collection process, there may be

a discrepancy between the respondents' answers and their actual opinions due to differences in understanding. Third, this study only involved 147 respondents, so the results are still limited and do not represent a wider population.

To gain a deeper and more comprehensive understanding, there are several things that can be an agenda for future research:

1. The findings of the determination coefficient test indicate that the three factors considered together can only explain 51.1% of the variance in employee performance. This means that there is still 48.9% of the variation influenced by other factors outside this research model. Therefore, it is recommended that further research consider the addition of other variables such as work motivation, job satisfaction, leadership style, work environment, workload, or reward system, which
2. The findings suggest an absence of significant impact of locus of control on employee performance. This finding opens up opportunities for further exploration with a more complex approach, for example by adding mediating variables such as intrinsic motivation or job satisfaction, or moderating variables such as superior support or organizational culture, to see the possibility of indirect or contextual influences. Theoretically and empirically also affect performance improvement.

REFERENCES

- Amelia, K. D., & Hadjri, M. I. (2024). The Impact of Quality of Work Life on Employee Performance of PT. Tunas Dwipa Matra Lampung. *Journal Research of Social Science, Economics & Management*, 4.
- Ary, I. R., & Sriathi, A. A. A. (2019). *Pengaruh self efficacy dan locus of control terhadap kinerja karyawan (studi pada ramayana mal bali)* (Doctoral dissertation, Udayana University).
- Fauziyyah, K., & Rohyani, I. (2022). Pengaruh self efficacy, lingkungan kerja non fisik, dan work discipline terhadap kinerja karyawan pada pt semestanustra distrindo depo kebumen. *Jurnal Ilmiah Mahasiswa Manajemen, Bisnis Dan Akuntansi (JIMMBA)*, 4(3), 330-343.
- Fitria, F., Aprianto, R., Idayati, I., Mulyono, H., & Ningmas, R. (2022). Quality of Work Life and Work Motivation on Employee Performance with Job Satisfaction as Moderating Variable. *Adpebi International Journal of Multidisciplinary Sciences*, 1(1), 340-353.

- Kurniasari, C. A., & Dewi, Y. E. P. (2023). The Effect Of Work-Life Balance And Quality Of Work Life On Employee Performance With Gender As A Moderating Variable. *Jurnal Pamator: Jurnal Ilmiah Universitas Trunojoyo*, 16(2), 231-246.
- Mangkunegara, A. A. P. (2017). Manajemen sumber daya manusia perusahaan.
- Mujanah, S., & Utami, C. (2023). The effect of self-efficacy, self-leadership, and work ethic on employee performance in manufacturing companies. *KnE Social Sciences*, 947-958.
- Nadiroh, L. K. A., & Rijanti, T. (2022). Pengaruh kualitas kehidupan kerja, kompetensi kerja dan knowledge sharing terhadap kinerja karyawan. *Management Studies and Entrepreneurship Journal (MSEJ)*, 3(4), 2190-2199.
- Novitasari, E., & Suhana, S. (2022). PENGARUH LOCUS OF CONTROL, KEPRIBADIAN, DAN MOTIVASI TERHADAP KINERJA KARYAWAN (Studi pada PT. Sango Ceramics Indonesia). *Eqien-Jurnal Ekonomi dan Bisnis*, 11(02), 53-58.
- Pearce, J. L. (2021). Organizational behavior: Real research for real managers. Irvine, CA: Melvin & Leigh.
- Ristian, W., & Ehksan, M. (2023). The influence of talent management self afficay and employee engagement on employee performance. *Enrichment: Journal of Management*, 13(2), 816-822.
- Rotter, J. B. (1966). Generalized expectancies for internal versus external control of reinforcement. *Psychological monographs: General and applied*, 80(1), 1.
- Samuel, T. S., & Warner, J. (2021). "I Can Math!": Reducing Math Anxiety And Increasing Math Self-Efficacy Using A Mindfulness And Growth Mindset-Based Intervention In First- Year Students. *Community College Journal Of Research And Practice*, 45(3), 205–222.
- Septiatin, A., Pajaria, Y., Zuhro, F., & Rosyada, R. (2022). The Effect Of The Work Environment, Locus Of Control And Motivation On Employees Performance In Baznas Of South Sumatra Province. *Jurnal I-Philanthropy: A Research Journal On Management Of Zakat and Waqf*, 2(1), 22-40.
- Setyorini, T., Manafe, J. D., & Zainuddin, H. (2024). Locus of control and its influence on employee performance the mediation role of work motivation. *Enrichment: Journal of Management*, 14(4), 590-596.
- Viardhillah, I. T. M., & Rini, H. P. (2023). The Effect of Self-Efficacy, Competence and Training on Employee Performance PT. Petro Oxo Nusantara Gresik. *Indonesian Journal of Business Analytics*, 3(5), 1591-1604.
- Walton, R. E. (1973). Quality of working life: what is it?. *Sloan Management Review* (pre-1986), 15(1), 11.
- Wardhana, P. P. (2021). Peran locus of control terhadap kinerja karyawan melalui kepuasan kerja pada karyawan pt. ilham hasil mandiri kabupaten sidoarjo. *Jurnal Ilmu Manajemen*, 9(1), 82-90.
- Yuliantoharinugroho, Y., & Fahlefi, W. (2022). Pengaruh Disiplin Kerja dan Lingkungan Kerja terhadap Kinerja Pegawai Dinas Kesehatan Provinsi Daerah Istimewa Yogyakarta. *Jurnal Ilmu Manajemen Dan Akuntansi Terapan (JIMAT)*, 13(1), 76-86.