

## ANALYSIS OF THE MEDIATING ROLE OF OCB IN THE RELATIONSHIP BETWEEN LOC, SELF-EFFICACY, AND ORGANIZATIONAL JUSTICE ON EMPLOYEE PERFORMANCE

Tia Nursanti<sup>1</sup>

Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia  
[tianursanti321@gmail.com](mailto:tianursanti321@gmail.com)

Akhmad Darmawan<sup>2</sup>

Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia  
[akhmaddarmawan@ump.ac.id](mailto:akhmaddarmawan@ump.ac.id)

Rifka Utami Arofah<sup>3</sup>

Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia  
[rifka.arofah@gmail.com](mailto:rifka.arofah@gmail.com)

Suyoto<sup>4</sup>

Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia  
[suyoto@ump.ac.id](mailto:suyoto@ump.ac.id)

Totok Haryanto<sup>5</sup>

Universitas Muhammadiyah Purwokerto, Banyumas, Indonesia  
[feb.ump.th@gmail.com](mailto:feb.ump.th@gmail.com)

### Abstract

This study aims to analyze the effect of LOC, self-efficacy, and organizational justice on employee performance with OCB as a mediating variable among employees in the cutting department of PT. Hyup Sung Indonesia. This study uses quantitative research with saturated sampling or census method. The population consists of 132 employees in the cutting department. Data were collected using direct questionnaires. Data analysis used SEM-PLS. The results show that LOC does not significantly affect employee performance, but has a positive and significant effect on OCB. Self-efficacy and organizational justice positively and significantly affect employee performance and OCB. OCB positively and significantly affects employee performance and mediates the effects of self-efficacy and organizational justice on employee performance, but does not mediate the effects of LOC. The analysis results show that organizational justice is the most influential variable in improving employee performance, both directly and through the mediating role of OCB. This study contributes to strengthening human resource studies through the role of OCB in improving performance. The findings of this study also provide guidelines for organizations in improving fairness practices to encourage positive work behavior.

**Keywords:** LOC, Self-Efficacy, Organizational Justice, Employee Performance, OCB

## INTRODUCTION

Human capital constitutes a vital organizational resource, as it holds a pivotal function in maximizing the effective utilization of other organizational resources (Sandira et al., 2024). Effective human resource management requires a strategic approach to maximize employee potential through appropriate policies and practices that enhance operational efficiency, employee engagement, and work quality. Organizations operating in a competitive global environment must continuously invest in human resource development, since employee competence is a key determinant of organizational success (Ramadhani & Kuswinarno, 2024). This indicates that organizational success depends not only on business strategies but also on the quality and performance of human resources. Therefore, strategic and sustainable human resource management is essential to achieve competitive advantage, long-term growth, and the creation of a supportive work environment that fosters employee development and loyalty (Hussain & Chandrashekar, 2025).

PT. Hyup Sung Indonesia is a manufacturing company established in 1971 and located in Padamara, Purbalingga Regency, Central Java. The company operates in the beauty industry, specializing in the production of false eyelashes for export markets. All products are distributed internationally, positioning the company as a contributor to foreign exchange earnings and to the enhancement of the global competitiveness of beauty products. Its products are marketed in several countries, including South Korea, China, Japan, Turkey, Lebanon, the United States, and Mexico. As one of the major companies in the Purbalingga region, PT. Hyup Sung Indonesia plays an important role in providing employment opportunities for the local community and supporting regional economic development. In its production operations, the cutting unit holds a strategic role, as it is responsible for ensuring precise eyelash cutting prior to the final packaging stage. This process requires a high level of accuracy, well-developed manual skills, and consistent employee performance to maintain product quality standards.

An interview with the Head of Human Resources of PT. Hyup Sung Indonesia on July 10, 2025, indicated that the company has faced ongoing challenges due to post-pandemic economic conditions. In response, management implemented efficiency measures, including workforce reductions, adjustments to working days, and changes to the wage system, which have affected job stability and employee welfare. These conditions have increased psychological pressure, particularly among employees in the cutting unit, whose work requires high levels of concentration and precision. Moreover, daily production targets often encourage employees to complete work at home, despite the absence of formal requirements, potentially increasing workload and perceptions of organizational injustice in the absence of adequate support. Consequently, examining the role of psychological and behavioral factors in shaping employee performance under unstable organizational conditions is essential, as employee performance remains a critical organizational concern.

Employee performance represents a fundamental measure of organizational effectiveness, as it directly contributes to the attainment of organizational objectives. High performance and strong employee commitment enhance organizational growth and reduce losses associated with employee turnover and retraining (Faeq & Ismael, 2022). Therefore, organizations must provide a supportive work environment through appropriate compensation, adequate facilities, and effective development programs. Considering that employee performance is shaped by both psychological and organizational determinants, including LOC, self-efficacy, organizational justice, and OCB (Jufrizen & Kanditha, 2023; Pratama & Sari, 2024; Sakti et al., 2020; Sudirman et al., 2021).

LOC refers to the extent to which individuals assume personal responsibility for events that occur in their lives (Annisa & Ginarti, 2023). Micomonaco & Espinoza (2022), state that an internal LOC, characterized by a belief in personal control over outcomes, is positively associated with job satisfaction, which subsequently acts as a mediator in enhancing job

performance. These results align with the research conducted by Sundawa et al. (2023), which indicates that locus of control exerts a positive and statistically significant impact on employee performance. Comparable evidence is also reported by Asmara & Utama (2022) and Novrianti & Shofiyah (2024), both of whom confirm the significant role of LOC in shaping employee performance. Accordingly, a strong LOC among employees can contribute to improved performance in line with organizational objectives. However, the literature also reports inconsistent findings. In contrast, Hendri & Kirana (2021), it was identified that LOC exhibits a negative yet statistically insignificant influence on employee performance. Likewise, Brahandayani et al. (2023) and Rozi & Ubaidillah (2024), similarly reported that LOC does not significantly affect performance. Beyond LOC, self-efficacy is likewise regarded as a key determinant of employee performance.

Self-efficacy refers to an individual's confidence in their ability to carry out tasks and attain particular outcomes (Lazuardy et al., 2024). This belief motivates individuals to optimize their potential, exert greater effort, and maintain persistence in completing tasks efficiently and within predetermined time frames (Wicaksono & Ratnawati, 2022). Accordingly, self-efficacy serves a vital function in maintaining employee performance, as it strengthens confidence in executing tasks assigned by supervisors effectively and in a timely manner. The level of self-efficacy possessed by an individual determines the magnitude of effort exerted, which is ultimately reflected in employee performance. Empirical studies generally support this relationship. Numerous empirical studies have established that self-efficacy exerts a positive and statistically significant influence on employee performance (Bagis, Afifah, et al., 2023; Harianja et al., 2022; Siregar, 2021; Rahmadani & Efendi, 2024). Conversely, other empirical investigations have indicated that self-efficacy does not exert a statistically significant influence on employee performance (Ritawaty & Maulani (2023); Saputri & Lestariningsih (2021); Sunanto et al. (2022), while Bagis, Nuraning, et al. (2023), found a negative and insignificant effect. Beyond LOC and self-efficacy, organizational justice is likewise acknowledged as a significant factor influencing employee performance.

Organizational justice is a fundamental factor influencing employees' ethical behavior and work-related attitudes (Ahmed et al., 2023). Employees who perceive their organization as fair and unbiased tend to demonstrate positive attitudes and behaviors, which contribute to improved organizational effectiveness and competitiveness. Skitka et al. (2021), emphasize that justice is deeply rooted in moral assumptions, while organizational justice reflects reciprocal interactions between supervisors and employees. Empirical studies by Jufrizen & Kanditha (2023) and Sudirman et al. (2021), these findings indicate that organizational justice exerts a positive influence on employee performance, a finding further supported by Manihuruk (2023), who reported a positive and significant relationship. However, prior research also reveals inconsistent results. Hardianto et al. (2025), reported that organizational justice exerts a positive yet statistically insignificant influence on employee performance, whereas Binardi et al. (2024) and Syaifuddin et al. (2023), found that organizational justice does not significantly improve employee performance. Collectively, these results highlight a discrepancy between theoretical assumptions and empirical findings concerning the contribution of organizational justice to employee performance enhancement.

OCB is another factor that influences employee performance. OCB refers to discretionary behaviors that support the achievement of high employee performance by encouraging individuals to contribute beyond formal job requirements (Nurjanah et al., 2020). Its importance is widely recognized, as OCB plays a crucial role in shaping overall performance outcomes (Tistianingtyas & Parwoto, 2021). Through OCB, organizations expect employees to demonstrate willingness to take on additional tasks, assist coworkers, and maintain the organization's reputation. Empirical studies consistently highlight a positive relationship between OCB and employee performance. Research by Purwanto (2022) and Santoso et al.

(2020), as well as further evidence from Hermanto & Srimulyani (2022) and Rizaie et al. (2023), identifies OCB as an essential component of performance. Moreover, studies by Patria & Mujanah (2024); Ridwan et al. (2023); Darmawan et al. (2021), these findings affirm that OCB exerts a positive and statistically significant influence on employee performance. Nevertheless, the association between OCB and performance is not uniformly consistent. Excessive expectations to engage in extra-role behaviors may negatively affect employee well-being and performance, as indicated by (Fitri & Endratno, 2021). In addition, other empirical studies have reported that OCB does not have a statistically significant impact on employee performance Purwanto et al. (2021); Tistianingtyas & Parwoto (2021), highlighting ongoing inconsistencies in the empirical findings.

OCB constitutes a suitable mediating variable in the relationship between LOC, self-efficacy, and organizational justice and employee performance. Optimizing employee performance is critical to organizational success, as it directly contributes to increased overall revenue. One effective strategy to achieve this objective is encouraging employees to engage in OCB, as such behaviors significantly enhance performance and generate positive impacts on organizational outcomes (Vuong et al., 2024). When organizational components operate synergistically and provide mutual support, organizational goals can be achieved more effectively and efficiently. Empirical evidence supports the mediating role of OCB. Studies by Handayani & Wulandari (2022); Rivaldi et al. (2023); Sefira et al. (2023), the results indicate that self-efficacy exerts a positive and statistically significant influence on OCB. This finding is reinforced by Diyanto & Zaenudin (2022), as well as Nurfalalah (2021) and Yennita et al. (2025), who report that LOC positively and significantly influences OCB.

This study is a developmental research that comprehensively examines the relationships between LOC, self-efficacy, organizational justice and employee performance, with OCB as a mediating variable. It extends previous studies that analyzed the mediating role of OCB in the relationship between LOC, self-efficacy, and employee performance by incorporating organizational justice, a variable that has received limited attention in mediation-based OCB research. In addition, this study focuses on employees in the cutting division of PT. Hyup Sung Indonesia in Purbalingga, whereas prior research was conducted in hospital organizations in Medan, thereby highlighting differences in organizational context and employee characteristics. The main objective of this study is to examine and formulate the relationships among LOC, self-efficacy, organizational justice, and OCB in influencing employee performance.

## REVIEW OF LITERATURE

Social Exchange Theory (SET), introduced by Blau (1964), posits that relationships between individuals and organizations are grounded in the principle of reciprocity. When employees perceive positive treatment from their organization, they are inclined to reciprocate through constructive and effective behaviors (Rimatanti & Darman, 2023). In organizational settings, fair treatment, organizational support, and recognition encourage employees to contribute beyond their formal job roles, particularly through OCB. Such extra-role behaviors enhance organizational effectiveness and overall performance. Accordingly, SET provides a relevant framework for explaining how perceptions of organizational justice foster prosocial behaviors that ultimately contribute to improved employee performance.

Social Cognitive Theory (SCT), developed by Bandura (1986), posits that individual behavior is formed through reciprocal interactions among personal factors, environmental factors, and behavior itself, a process referred to as triadic reciprocal causation. In organizational contexts, personal factors are represented by LOC and self-efficacy, whereas environmental factors are reflected in perceptions of organizational justice, encompassing procedural, distributive, and interactional dimensions (Supriadi & Irawan, 2025). High levels

of self-efficacy and an internal LOC encourage proactive behavior, while perceived organizational justice reinforces such motivation. Accordingly, SCT offers a theoretical basis for explaining how psychological and environmental factors interact to promote OCB, which subsequently contributes to enhanced employee performance.

Performance refers to the tangible outcomes achieved from job execution within a specific period (Sabuhari et al., 2020). Arwidiana & Citrawati (2023), define employee performance as the manifestation of observable behavior and work achievements produced by individuals in fulfilling their roles within an organization. Organizational success largely depends on employees' performance, as it directly determines overall effectiveness and productivity. Employee performance is multidimensional, reflecting not only individual accomplishments but also contributing to organizational outcomes. Optimal performance is evident when employees maintain high performance while working overtime, collaborate effectively in teams, and communicate well (Jangda et al., 2023). Furthermore, Nugraha et al. (2023), identify 6 key indicators of employee performance: quality of work, quantity of output, timeliness, effectiveness and efficiency, independence, and work commitment.

LOC refers to an individual's belief about the extent to which outcomes are determined by personal control or external forces and is a key factor shaping behavior. Ilmatiaara et al. (2020), conceptualize LOC as comprising two opposing dimensions: internal and external control. In psychological and organizational contexts, LOC is crucial because it influences motivation, work attitudes, and individuals' responses to challenges and environmental pressures. Empirical studies consistently indicate that LOC exerts a positive and statistically significant influence on employee performance (Sundawa et al., 2023; Asriati et al., 2024; Pratamasyari & Mansyur, 2023; Pratama & Sari, 2024). According to Sanjiwani & Wisadha (2016), as cited in Aryoko et al. (2022), internal LOC is reflected in ability, interest, and effort, whereas external LOC is indicated by fate and luck, socioeconomic conditions, and the influence of others.

H1: LOC has a positive and significant effect on employee performance

Self-efficacy is defined as an individual's confidence in their capacity to effectively carry out tasks or attain specific objectives within particular contexts (Waddington, 2023). This belief reflects perceived competence to act effectively and attain expected outcomes, motivating individuals to optimize their abilities in pursuing work targets (Wicaksono & Ratnawati, 2022). Individuals possessing high levels of self-efficacy generally exhibit strong confidence in carrying out their work responsibilities (Hasan & Khaerana, 2020). Empirical evidence consistently demonstrates that self-efficacy exerts a positive and statistically significant influence on employee performance (Bagis, Afifah, et al., 2023; Harianja et al., 2022; Siregar, 2021; Widzayanto et al., 2023; Rahmadani & Efendi, 2024). According to Lunenburg (2011), self-efficacy is measured through four indicators: past performance, vicarious experience, verbal persuasion, and physiological or emotional cues.

H2: Self-efficacy has a positive and significant effect on employee performance

Organizational justice represents a key construct in organizational research that emphasizes employees' perceptions of fairness in the implementation of various organizational practices (Wiseman & Stillwell, 2022). A sense of fairness and the ability to recognize employee performance are considered crucial in enhancing a company's competitiveness relative to its rivals (Park & Kim, 2023). As an intangible resource, organizational justice also fosters workplace happiness, particularly in organizations that promote a culture emphasizing work enthusiasm and social interaction (Medina-Craven & Ostermeier, 2020). These results are reinforced by the studies of Dewi et al. (2021) and Herlambang et al. (2022), which demonstrate that organizational justice exerts a positive and statistically significant influence on employee performance. Similarly, Hermanto & Srimulyani (2022), also document a positive and significant association between organizational justice and employee performance. According

to Robbins & Judge (2017), organizational justice consists of three dimensions: distributive justice, procedural justice, and interactional justice.

H3: Organizational justice has a positive and significant effect on employee performance

According to Fadli & Suyuthie (2022), OCB refers to voluntary extra-role behavior that is not formally required in employment contracts. OCB facilitates support for colleagues and the organization while contributing to the development of a conducive and productive work environment. Employees who exhibit high OCB tend to demonstrate strong loyalty, adaptability, and resilience, which are reflected in superior performance. OCB enhances individual and organizational performance by encouraging collaboration, reducing conflict, and fostering a supportive work climate. Zaman (2023), notes that employees who display OCB are often perceived as more valuable, leading to better performance evaluations and career advancement, thereby reinforcing a positive motivational cycle (Arefin et al., 2023). Empirical evidence consistently indicates that OCB exerts a positive and statistically significant influence on employee performance (Darmawan et al., 2021; Khatami et al., 2025; Patria & Mujanah, 2024; Ridwan et al., 2023). According to Organ, as cited in Pangastuti (2018), OCB comprises five dimensions: altruism, civic virtue, conscientiousness, courtesy, and sportsmanship.

H4: OCB has a positive and significant effect on employee performance

LOC is a psychological construct that describes an individual's perception regarding the degree to which life events and outcomes are governed by personal control or shaped by external influences, conceptualized along two opposing dimensions: internal and external (Madeira et al., 2025). This construct indicates the degree of belief individuals hold regarding their ability to influence the events they experience versus the role of forces beyond their control (Jufrizen & Lubis, 2020). LOC plays a vital role in influencing how individuals perceive, regulate, and respond to various situations throughout their lives. Employees with a strong internal LOC tend to demonstrate proactive behavior in achieving work targets, exhibit a high sense of responsibility in developing a learning-oriented organizational culture, support coworkers, maintain discipline in task execution, and respond more effectively to changes in their work environment. These arguments are reinforced by empirical findings from Diyanto & Zaenudin (2022); Pandia et al. (2023); Yennita et al. (2025), which confirm that LOC has a positive and significant effect on OCB.

H5: LOC has a positive and significant effect on OCB

Self-efficacy is conceptualized as an individual's cognitive conviction regarding their capacity to plan, implement, and accomplish the tasks or actions required to attain desired outcomes (Abdullah & Wider, 2022). Sasikarani et al. (2021), view self-efficacy as a personal assessment of one's abilities and capacities in handling activities across various situations. Individuals with high self-efficacy believe they possess the capacity and competence to influence and direct events in their environment. Conversely, individuals with low self-efficacy tend to believe that their abilities are limited and perceive themselves as insufficiently capable of facing and completing various tasks in their surroundings. Previous studies by Handayani & Wulandari (2022) and Rivaldi et al. (2023), the study concluded that self-efficacy exerts a positive and statistically significant influence on OCB. Consistent with the findings of Sefira et al. (2023), the results further demonstrate that self-efficacy positively and significantly affects OCB.

H6: Self-efficacy has a positive and significant effect on OCB

Organizational justice is defined as an employee's perception of the extent to which their organization applies fairness in procedures, interpersonal interactions, and the distribution of outcomes (Akram et al., 2020). It reflects the fundamental belief that employees are treated equitably across all dimensions of their work (Sheeraz et al., 2020). The consistent implementation of fairness is essential, as it influences employees' attitudes and behaviors in performing their duties. Organizations that uphold principles of justice consistently are likely

to foster positive employee responses, particularly OCB, which supports organizational sustainability (Rizki et al., 2024). Empirical evidence indicates that higher perceptions of organizational justice enhance employees' propensity to engage in voluntary OCB beyond formal job responsibilities (Kamil & Rivai, 2021). Moreover, several studies have confirmed that organizational justice exerts a positive and significant effect on OCB (Humairo & Suryatni, 2024; Bastyant et al., 2024; Dilla et al., 2023).

H7: Organizational justice has a positive and significant effect on OCB

LOC is a construct that represents the degree to which individuals believe they have control over events and outcomes in their lives (Jufrizen & Lubis, 2020). It represents an individual's ability to understand, analyze, and respond to problems by determining appropriate attitudes and strategies. According to Ilmatyara et al. (2020), LOC consists of two opposing orientations: internal and external. Individuals with an internal LOC believe that life outcomes are primarily determined by their own actions, whereas those with an external LOC perceive outcomes as being largely influenced by external factors such as luck, fate, or opportunity (Ariasih & Suarmanayasa, 2024). Accordingly, LOC plays a pivotal role in influencing how individuals perceive responsibility, engage in decision-making, and react to various situations. Empirical evidence further suggests that OCB serves as a mediating mechanism in the relationship between LOC and employee performance (Syah & Safrida, 2024).

H8: OCB mediates the effect of LOC on employee performance

Self-efficacy is a key psychological factor that shapes employee behavior within organizations (Baskoro & Rozaq, 2022). It reflects individuals' beliefs in their ability to identify appropriate strategies and perform their tasks and responsibilities effectively and professionally. Employees with high self-efficacy demonstrate strong confidence when facing challenges, actively seek solutions, and consistently apply structured and systematic efforts to achieve predetermined goals, thereby optimizing their capabilities in task execution (Wicaksono & Ratnawati, 2022). Consequently, high self-efficacy not only enhances individual performance but also promotes voluntary behaviors that support overall organizational effectiveness. Empirical evidence further indicates that OCB functions as a mediating variable in the relationship between self-efficacy and employee performance (Sunanto et al., 2022).

H9: OCB mediates the effect of self-efficacy on employee performance

Organizational justice is a fundamental determinant of employees' ethical behavior and has received considerable attention in behavioral research due to its emphasis on individuals' perceptions of fairness in organizational treatment (Ahmed et al., 2023). It reflects employees' evaluations of fairness in workplace policies, decisions, and practices, which shape their attitudes, motivation, and behavior. Organizational justice plays a vital role in cultivating positive employee attitudes, increasing job satisfaction, and promoting constructive behaviors that contribute to the achievement of organizational objectives. This effect occurs because perceptions of justice act as a significant psychological driver, promoting trust, affective commitment, and organizational identification. Empirical evidence further indicates that OCB mediates the relationship between organizational justice and employee performance (Hermanto & Srimulyani, 2022).

H10: OCB mediates the effect of organizational justice on employee performance

## RESEARCH METHOD

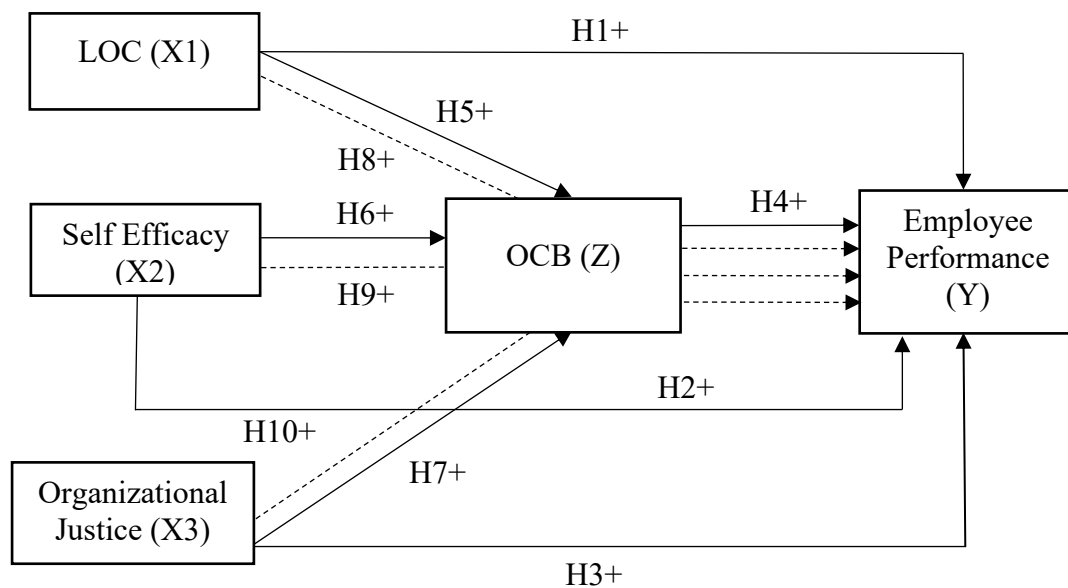
This research adopts a quantitative approach through a survey method with a cross-sectional design, whereby all data were gathered at a single point in time. The data used are primary data collected on October 16, 2025, through the distribution of structured questionnaires to production employees in the cutting division of PT. Hyup Sung Indonesia.

The research instrument was developed using a 1-5 Likert scale and was distributed directly to respondents to obtain data on their perceptions and views regarding the research variables (Ghozali, 2021). The study focuses on all employees in the cutting division of PT. Hyup Sung Indonesia, totaling 132 individuals, who constitute the research population. Accordingly, all cutting division employees were included as respondents in this study. The study utilized a saturated sampling technique, also known as the census method, whereby the entire population was included as the research sample (Sugiyono, 2022).

Data analysis was conducted using SEM-PLS with the assistance of SmartPLS version 4 software on a Windows-based computer. PLS was selected due to its robustness in analyzing structural models with complex variables and its flexibility in handling moderate sample sizes (Juliansyah et al., 2022). The analytical procedures included validity and reliability testing, structural model evaluation, and hypothesis testing using the bootstrapping method. This study adopted several assumptions, namely that the data were reflective in nature, respondents fully understood all questionnaire items, and the relationships among variables followed the established theoretical model. All respondent participation was voluntary, and confidentiality was assured in accordance with research ethics principles.

### Research Model

This research model describes the relationship between independent variables (LOC, self-efficacy, and organizational justice) and the dependent variable (employee performance), with OCB serving as a mediating variable. This model can be illustrated as follows:



**Figure 1.**  
**Research Model**

## RESULTS AND DISCUSSION

### Respondent Demographics

Based on the questionnaire data, information was obtained regarding respondents' characteristics, including gender, age, highest level of education, marital status, and length of employment. The demographic analysis aims to provide additional information for readers and future researchers. The demographic characteristics of the respondents are presented in Table 1.

**Table 1.**  
**Respondent Demographics**

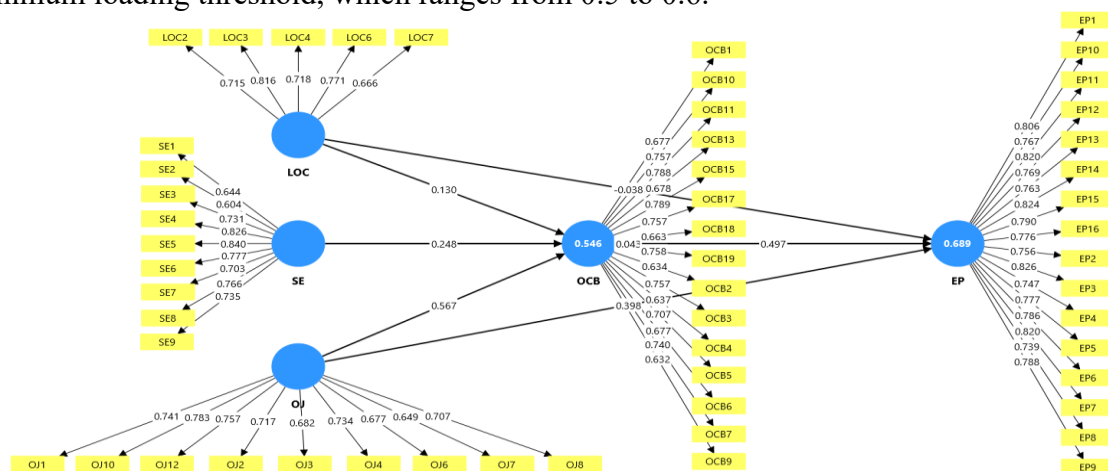
| Category                     | Response  | Frequency (Persons) | Percentage (%) |
|------------------------------|-----------|---------------------|----------------|
| Gender                       | Female    | 119                 | 90.15          |
|                              | Male      | 13                  | 9.85           |
| Age (Years)                  | 20 – 30   | 39                  | 29.55          |
|                              | 30 – 40   | 42                  | 31.82          |
|                              | 40 – 50   | 46                  | 34.85          |
|                              | Above 50  | 5                   | 3.79           |
| Highest Education Level      | SLTP      | 81                  | 61.36          |
|                              | SLTA      | 36                  | 27.27          |
|                              | SD        | 9                   | 6.82           |
|                              | Diploma   | 6                   | 4.55           |
| Marital Status               | Married   | 119                 | 90.15          |
|                              | Unmarried | 13                  | 9.85           |
| Length of Employment (Years) | > 10      | 104                 | 80.00          |
|                              | 7 – 10    | 13                  | 8.46           |
|                              | 1 – 3     | 6                   | 4.62           |
|                              | 5 – 7     | 5                   | 3.85           |
|                              | 3 – 5     | 4                   | 3.08           |

Source: Processed data (2025)

The majority of respondents from the cutting division of PT. Hyup Sung Indonesia had female (90.15%), in contrast, male employees represented only 9.85% of the respondents. With respect to age distribution, the largest proportion fell within the 40 – 50 year category (34.85%), followed by those aged 30 – 40 years (31.82%) and 20 – 30 years (29.55%), while only 3.79% were over 50 years old. Concerning marital status, the majority of respondents were married (90.15%). In terms of tenure, most participants had more than 10 years of work experience (80.00%). Meanwhile, the respondents' educational background was dominated by SLTP (61.36%), followed by SLTA (27.27%), SD (6.82%), and diploma (4.55%).

**Outer Model**

Figure 2 presents the revised outer loading results. According to Ghozali (2021), at the initial evaluation stage, an indicator is considered valid if its outer loading value exceeds the minimum loading threshold, which ranges from 0.5 to 0.6.



**Figure 2. Results of the PLS Algorithm Run**  
 Source: SmartPLS 4.1.1.4 (2025)

Based on the results of the outer loading assessment conducted on the revised model, all indicators associated with each construct exhibit loading values exceeding the threshold of 0.6. This finding demonstrates that each indicator sufficiently represents the underlying construct it is intended to measure. Consequently, all measurement items employed for these variables can be regarded as valid (Ghozali, 2021).

**Construct Reliability**

Construct reliability was evaluated using Cronbach’s Alpha, Composite Reliability, and Average Variance Extracted (AVE) to confirm the internal consistency of each variable within the research model. The outcomes of this reliability assessment are reported in table 2.

**Table 2.**  
**Construct Reliability and Validity**

| Variable               | Cronbach’s Alpha | Composite Reliability | AVE   |
|------------------------|------------------|-----------------------|-------|
| Employee Performance   | 0.958            | 0.963                 | 0.616 |
| LOC                    | 0.798            | 0.857                 | 0.546 |
| OCB                    | 0.930            | 0.939                 | 0.507 |
| Organizational Justice | 0.882            | 0.905                 | 0.515 |
| Self Efficacy          | 0.899            | 0.915                 | 0.548 |

Source: Processed data (2025)

Reliability and validity can be assessed by examining Cronbach’s Alpha, Composite Reliability, and AVE, which was conducted based on the standards outlined by (Ghozali, 2021). The results show that all variables in this research achieve Composite Reliability and Cronbach’s Alpha values greater than 0.6, indicating that they meet the required criteria and demonstrate good reliability. The decision rule for AVE evaluation states that an indicator is considered valid if its AVE value exceeds the standard threshold of 0.5 (Ghozali, 2021). AVE values exceeding 0.5 demonstrate that the indicators employed in this study satisfy validity requirements and are appropriate for use in the subsequent structural analysis stage.

**Fornell-Larcker Discriminant Validity**

Discriminant validity was evaluated using the Fornell–Larcker Criterion to determine the degree to which each construct is empirically distinct from the other constructs in the research model. The outcomes of this discriminant validity assessment based on the Fornell–Larcker Criterion are reported in Table 3.

**Table 3.**  
**Fornell-Larcker Discriminant Validity**

| Variable | EP    | LOC   | OCB   | OJ    | SE    |
|----------|-------|-------|-------|-------|-------|
| EP       | 0.785 |       |       |       |       |
| LOC      | 0.216 | 0.739 |       |       |       |
| OCB      | 0.774 | 0.329 | 0.712 |       |       |
| OJ       | 0.741 | 0.185 | 0.674 | 0.717 |       |
| SE       | 0.403 | 0.381 | 0.487 | 0.333 | 0.740 |

Source: Processed data (2025)

According to discriminant validity assessment using the Fornell–Larcker Criterion, a construct is deemed valid when the Fornell–Larcker value is equal to or greater than 0.7, and the square root of its AVE exceeds its correlations with other constructs (Ghozali, 2021). Based on the results of this evaluation, all constructs in the model satisfy the established discriminant validity criteria. This conclusion is supported by the diagonal Fornell–Larcker values, which

are above 0.7 and surpass the correlation coefficients between each construct and the remaining constructs.

### Structural Model Analysis (Inner Model)

The assessment of the structural model is conducted to examine the relationships between constructs, evaluate their statistical significance, and determine the R-square value as an indicator of the model's capacity to explain the variance in the dependent variable.

#### R-Square (R<sup>2</sup>)

The coefficient of determination, represented by the R-square and Adjusted R-square statistics, serves as a measure of the model's capacity to account for the variance in the research variables. The corresponding R-square and Adjusted R-square results are reported in table 4.

**Table 4.**

#### R-Square (R<sup>2</sup>)

|     | R-Square | Adjusted R-Square |
|-----|----------|-------------------|
| EP  | 0.689    | 0.679             |
| OCB | 0.546    | 0.535             |

Source: Processed data (2025)

The Adjusted R-square for employee performance is reported at 0.679, demonstrating that the independent variables included in the research framework account for 67.9% of the variability in employee performance, whereas the remaining 32.1% is attributable to factors not examined in this study. In addition, the Adjusted R-square value for OCB is 0.535, indicating that 53.5% of the variation in OCB is explained by the variables incorporated in the model, while the remaining 46.5% is determined by other factors beyond the scope of the research.

### Model Fit

Table 5 reports the findings of the model fit evaluation, in which the Standardized Root Mean Square Residual (SRMR) is utilized as an indicator to assess the adequacy of the structural model applied.

**Table 5.**  
**Model Fit**

|      | Saturated Model | Estimated Model |
|------|-----------------|-----------------|
| SRMR | 0.079           | 0.079           |

Source: Processed data (2025)

The observed Standardized Root Mean Square Residual (SRMR) value is 0.079, which falls below the recommended upper limit of 0.08 (Yamin, 2021). Consequently, the model can be regarded as exhibiting an acceptable level of fit between the empirical data and the values predicted by the model. This finding implies that the divergence between the observed and predicted covariance matrices is minimal, indicating that the research model is statistically valid and suitable for application.

### Hypothesis Testing

In order to evaluate the validity of a hypothesis, researchers often investigate specific phenomena using experimental or empirical methods. When empirical evidence supports a hypothesis, it can potentially be extended into a theoretical framework. The determination is generally made by comparing the probability value (p-value) with the predetermined significance level of 0.05. A p-value lower than the significance threshold leads to the rejection of the null hypothesis, thereby providing statistical support for the alternative hypothesis (Umar, 2020). The outcomes of the hypothesis testing are summarized in Table 6.

**Table 6.**  
**Hypothesis Testing**

| Hypothesis | Original Sample | T Statistic | P Values | Conclusion |
|------------|-----------------|-------------|----------|------------|
| LOC→EP     | 0.027           | 0.398       | 0.691    | Rejected   |
| LOC→OCB    | 0.130           | 2.071       | 0.038    | Accepted   |
| OCB→EP     | 0.497           | 5.363       | 0.000    | Accepted   |
| OJ→EP      | 0.680           | 5.290       | 0.000    | Accepted   |
| OJ→OCB     | 0.567           | 6.839       | 0.000    | Accepted   |
| SE→EP      | 0.167           | 2.168       | 0.030    | Accepted   |
| SE→OCB     | 0.248           | 3.828       | 0.000    | Accepted   |
| OJ→OCB→EP  | 0.282           | 6.251       | 0.000    | Accepted   |
| SE→OCB→EP  | 0.123           | 2.687       | 0.007    | Accepted   |
| LOC→OCB→EP | 0.064           | 1.700       | 0.089    | Rejected   |

Source: Processed data (2025)

The analysis results reveal that not all variables exert a positive and significant influence on employee performance or OCB. Specifically, LOC does not significantly affect employee performance, as evidenced by an original sample value of 0.027, a t-statistic of 0.398, and a p-value of 0.691. In contrast, LOC has a positive and significant impact on OCB, with an original sample value of 0.130, a t-statistic of 2.071, and a p-value of 0.038. Additionally, OCB demonstrates a positive and significant effect on employee performance, indicated by an original sample value of 0.497, a t-statistic of 5.363, and a p-value of 0.000, suggesting that employees' voluntary behaviors substantially contribute to performance enhancement.

Organizational justice exerts a positive and statistically significant impact on both employee performance, with an original sample value of 0.680, a t-statistic of 5.290, and a p-value of 0.000, and OCB, with an original sample value of 0.567, a t-statistic of 6.839, and a p-value of 0.000. These results indicate that employees' perceptions of fairness within the organization promote constructive behaviors and enhance work outcomes. Furthermore, self-efficacy also shows a positive and significant influence on employee performance, with an original sample value of 0.167, a t-statistic of 2.168, and a p-value of 0.030, as well as on OCB, with an original sample value of 0.248, a t-statistic of 3.828, and a p-value of 0.000, suggesting that individuals' confidence in their capabilities plays a crucial role in shaping work behaviors and improving performance.

The mediation analysis indicates that OCB significantly mediates the relationship between organizational justice and employee performance, with an original sample value of 0.282, a t-statistic of 6.251, and a p-value of 0.000, and also mediates the effect of self-efficacy on employee performance, with an original sample value of 0.123, a t-statistic of 2.687, and a p-value of 0.007. However, OCB does not mediate the effect of LOC on employee performance, as reflected by an original sample value of 0.064, a t-statistic of 1.700, and a p-value of 0.089, which is not statistically significant. Overall, these findings suggest that organizational justice, OCB, and self-efficacy are key determinants of enhanced employee performance, whereas the influence of LOC remains limited and inconsistent.

#### **The Effect of LOC on Employee Performance**

The findings of this study indicate that LOC does not have a significant effect on employee performance. This result suggests that individuals' perceptions of their ability to control various work situations do not directly lead to improved performance outcomes. In an organizational context, employee performance tends to be more strongly influenced by external factors such as workload, supervisory support, organizational climate, and the availability of work facilities. Consequently, LOC as an internal factor does not serve as a primary determinant of performance in the absence of a supportive work environment. Referring to

social cognitive theory, LOC represents a personal factor that influences behavior; however, its effect becomes optimal only when it interacts harmoniously with environmental factors and individual experiences. This condition explains why LOC does not significantly contribute to performance when environmental factors play a more dominant role in shaping employees' work behavior. The results of this study support the findings of Kesumawatie et al. (2021), which show that LOC does not have a significant effect on employee performance. Consistent with the studies of Brahandayani et al. (2023) and Rozi & Ubaidillah (2024), this study also confirms that LOC has no significant influence on employee performance.

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

The study's results reveal that self-efficacy exerts a positive and statistically significant influence on employee performance. Employees possessing high levels of self-efficacy demonstrate greater confidence in their capacity to accomplish tasks and navigate workplace challenges, thereby facilitating enhanced performance outcomes. Such employees tend to set higher performance standards, persist in task completion, and effectively overcome obstacles, directly contributing to superior performance. According to social cognitive theory, self-efficacy serves as a cognitive mechanism that shapes motivation, decision-making, and sustained effort in challenging situations. These results align with studies by Bagis, Afifah, et al. (2023); Harianja et al. (2022); Pratiwi & Nawangsari (2021); Siregar (2021); Widzayanto et al. (2023); Darmawan et al. (2022); Rahmadani & Efendi (2024); Ridwan et al. (2023); Rizal (2024), all of which confirm that self-efficacy positively and significantly influences employee performance.

#### **The Effect of Organizational Justice on Employee Performance**

The findings of this study demonstrate that organizational justice positively and significantly influences employee performance. Employees who perceive their organization as highly fair are more likely to exhibit notable enhancements in their work performance. This finding indicates that perceptions of justice function as an important predictor in explaining variations in individual performance in the workplace. Social exchange theory highlights the principle of reciprocity between employees and the organization. When employees perceive organizational fairness, they tend to reciprocate by enhancing their performance as an expression of gratitude and commitment. These findings are supported by Dewi et al. (2021) and Herlambang et al. (2022), who show that organizational justice positively and significantly affects employee performance. Similarly, Hermanto & Srimulyani (2022) and Widyastuti & Ardiyanti (2024), it affirms that organizational justice exerts a positive and statistically significant impact on employee performance.

#### **The Effect of OCB on Employee Performance**

The results of this study reveal that OCB positively and significantly influences employee performance. Employees who effectively demonstrate OCB contribute significantly to the creation of a more efficient and productive work environment. Referring to social exchange theory, OCB emerges as a form of reciprocity for the positive treatment received by employees from the organization. When employees perceive organizational support, procedural and distributive justice, and adequate recognition, they tend to reciprocate by exhibiting various forms of voluntary behavior that go beyond formal job requirements. Such behaviors include taking the initiative to assist coworkers, demonstrating loyalty to the organization, and actively contributing to the achievement of collective success. Previous studies by Patria & Mujanah (2024) and Baihaqi & Saifudin (2021), provide evidence that OCB positively and significantly affects employee performance. Similarly, research by Darmawan et al. (2021); Khatami et al. (2025); Ridwan et al. (2023), it verifies that OCB exerts a positive and statistically significant impact on employee performance.

### **The Effect of LOC on OCB**

The study reveals that LOC exerts a positive and significant influence on OCB. This result suggests that employees with a strong belief in their capacity to manage diverse work-related situations are more likely to exhibit proactive behavior, responsible, and motivated to exhibit extra-role behaviors that support organizational effectiveness. Individuals with a high internal LOC generally possess greater intrinsic motivation to contribute, take initiative, and assist coworkers in achieving shared goals. Based on social cognitive theory, LOC plays a role in shaping individuals' mindsets, perceptions, and actions. Consequently, a strong belief in personal control can foster the development of positive behaviors that extend beyond formal job responsibilities. Therefore, the stronger an individual's perception of internal control, the greater their tendency to display constructive behaviors that are beneficial to the organization. This finding is consistent with previous studies by Diyanto & Zaenudin (2022); Pandia et al. (2023); Yennita et al. (2025), which state that LOC has a positive and significant effect on OCB.

### **The Effect of Self-Efficacy on OCB**

The findings of this study reveal that self-efficacy exerts a positive and significant influence on OCB. Employees with higher self-efficacy demonstrate greater capability and confidence in tackling challenges, which facilitates goal achievement and enhances overall organizational effectiveness. This aligns with social exchange theory, which suggests that relationships between employees and organizations are based on reciprocity. Employees with strong self-efficacy tend to reciprocate organizational support and trust by exhibiting positive behaviors such as OCB, contributing more, assisting coworkers, and supporting organizational goals. These findings are supported by Handayani & Wulandari (2022); Pratiwi & Nawangsari (2021); Rivaldi et al. (2023); Sefira et al. (2023); Yennita et al. (2025), collectively, these findings indicate that self-efficacy exerts a positive and statistically significant impact on OCB.

### **The Effect of Organizational Justice on OCB**

The analysis of the data reveals that organizational justice exerts a positive and significant influence on OCB, indicating a causal linkage between these variables. Employees who perceive greater fairness within the organization are more inclined to display OCB. This result is consistent with social exchange theory, which underscores the principle of reciprocity between employees and their organization. When employees perceive fairness, they tend to reciprocate through positive behaviors such as OCB, reflecting their loyalty and commitment to the organization. Kamil & Rivai (2021), note that higher perceptions of organizational justice correspond to greater OCB. Similarly, studies by Humairo & Suryatni (2024) and Rynaldi & Mas'ud (2022), it confirms that organizational justice exerts a positive and statistically significant impact on OCB. Consistent evidence is also found in the research of Bastyant et al. (2024); Dilla et al. (2023); Syafriyanti & Anisah (2021), which consistently demonstrate that organizational justice positively and significantly affects OCB.

### **OCB as a Mediator between LOC and Employee Performance**

The results reveal that LOC does not have a significant impact on employee performance through OCB. This implies that employee performance is not exclusively shaped by individuals' beliefs in personal control, but is also affected by additional factors beyond their formal roles, such as organizational support, performance evaluation systems, and workplace conditions. According to social cognitive theory, LOC is a personal factor that shapes behavior through interactions with the environment. However, this study reveals that LOC alone lacks sufficient predictive power to stimulate extra-role behaviors that enhance performance when environmental conditions or organizational support are inadequate. Consequently, LOC's role in improving performance through OCB is not fully realized. These results are supported by Rusilawati et al. (2023) and Tistianingtyas & Parwoto (2021), who found that OCB does not mediate the relationship between LOC and employee performance.

### **OCB as a Mediator between Self-Efficacy and Employee Performance**

The research findings indicate that OCB serves as a positive and significant mediator in the relationship between self-efficacy and employee performance. Self-efficacy holds a pivotal role, as employees' self-confidence encourages them to complete various assigned tasks, including those beyond formal responsibilities, and fosters mutual respect within the work environment. In line with social exchange theory, relationships among individuals within organizations are built through reciprocal social exchange processes, whereby positive behavior from one party encourages positive behavior from others. Employees who possess high self-efficacy are more likely to respond to organizational support and trust by engaging in constructive workplace behaviors. Consequently, self-efficacy serves a vital function in fostering robust OCB, which subsequently enhances employee performance and overall organizational effectiveness. This finding is consistent with the study by Sunanto et al. (2022) and Juliansyah et al. (2022), state that OCB mediates the effect of self-efficacy on employee performance.

### **OCB as a Mediator between Organizational Justice and Employee Performance**

The results reveal that OCB serves as a positive and significant mediator in the relationship between organizational justice and employee performance. This indicates that employees who perceive fairness within the organization are motivated to engage in discretionary behaviors that enhance work effectiveness, including supporting colleagues and actively contributing to organizational activities beyond their formal job duties. Accordingly, the creation of a work environment perceived as fair constitutes a strategic prerequisite for stimulating the emergence of beneficial extra-role initiatives. OCB plays an important role in strengthening this relationship, as employees' voluntary behaviors represent a tangible manifestation of the sense of justice they experience within the organization. This finding aligns with social exchange theory, which posits that employees who perceive fair treatment reciprocate by enhancing their contributions and performance through constructive work behaviors. These results are supported by the studies of Hermanto & Srimulyani (2022) and Chandrawaty & Widodo (2021), which demonstrate that OCB mediates the relationship between organizational justice and employee performance.

## **CONCLUSION**

This study successfully identified the dominant factors influencing the performance of employees in the cutting division of PT. Hyup Sung Indonesia. The analysis shows that organizational justice is the most influential factor in enhancing employee performance, both directly and through the mediating role of OCB. These findings highlight that perceptions of fairness drive positive work behaviors beyond formal job duties, leading to more optimal performance. Moreover, OCB serves as a crucial mechanism linking psychological factors to performance, particularly by mediating the effect of organizational justice. Thus, the achievement of organizational objectives depends largely on the company's ability to foster a fair work environment and promote employees' voluntary behaviors as a foundation for performance improvement.

## **Suggestions**

This study has several limitations that should be considered when interpreting the findings. The research focused solely on employees in the cutting division, limiting the generalizability of the results to other work units within the company. Additionally, the cross-sectional design does not capture long-term changes in employee behavior or performance. The use of perception-based questionnaires may also introduce subjective bias, as responses can be influenced by respondents' emotions or personal experiences at the time of completion.

Future research should expand the study to include other divisions to provide a more comprehensive understanding of the relationships among variables. The use of a longitudinal approach is also necessary to observe the development of voluntary behavior and employee performance on an ongoing basis. Future studies may include contextual factors, such as leadership style or job satisfaction, to further elucidate the mechanisms that affect employee performance. Furthermore, combining quantitative and qualitative methods has the potential to provide deeper insights into the meanings, experiences, and response patterns of employees toward organizational conditions, thereby enabling a more accurate interpretation of research findings.

## REFERENCES

- Abdullah, M. R., & Wider, W. (2022). The moderating effect of self-efficacy on supervisory support and organizational citizenship behavior. *Frontiers in Psychology*. 1–13. <https://doi.org/10.3389/fpsyg.2022.961270>
- Ahmed, A. A., Patrick, H., Mmukherjee, U., & Prabakaran, N. (2023). *Organisational justice, job performance and work engagement: The mediating role of perceived supervisory support*. 1-23. <https://doi.org/10.1002/rev3.3390>
- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Suma de Negocios*. 5(2), 117–129. <https://doi.org/10.1016/j.jik.2019.10.001>
- Ali, F., & Wardoyo, D. T. W. (2021). *Pengaruh Self Efficacy Terhadap Kinerja Karyawan dengan Kepuasan Kerja Sebagai Variabel Intervening (Studi PT. Ultrajaya Milk Industry, Tbk Surabaya Bagian Marketing)*. *Jurnal Ilmu Manajemen*. 9(1), 367–379.
- Annisa, N. N., & Ginarti, S. (2023). *Employee performance: Self-efficacy and Locus of control*. 12(4), 200–206.
- Arefin, M. S., Faroque, O., Zhang, J., & Long, L. (2023). High-performance work systems and organizational citizenship behavior: The role of goal congruence and servant leadership. *International Journal of Emerging Markets*. 18(11), 5432–5453. <https://doi.org/https://doi.org/10.1108/iJOEM-03-2019-0209>
- Ariasih, M. P., & Suarmanayasa, I. N. (2024). *Internal vs. External Locus of Control: A Study of MSME Performance in Singaraja*. *Journal of Sustainable Business and Management*. 4(2), 99–108. <https://doi.org/10.52432/justbest.4.2.99-108>
- Arwidiana, D. P., & Citrawati, N. K. (2023). Hubungan Stress Kerja Dengan Kinerja Pegawai. *Jurnal Ilmiah Cakrawarti*. 6(1), 122–129. <https://doi.org/https://doi.org/10.47532/jic.v6i1.809>
- Aryoko, Y. P., Kharismasyah, A. Y., & Maulana, I. (2022). *Kepuasan Kerja, Locus of Control dan Self-Efficacy: Pengaruhnya terhadap Kinerja Karyawan*. 6(2), 101–112.
- Asmara, M. B., & Utama, H. B. (2022). *Pengaruh Locus Of Control (Lokus Kendali), Self Efficacy (Efikasi Diri), dan Lingkungan Kerja Terhadap Kinerja Karyawan PT. POS Indonesia Kantor POS Surakarta*. 9(2), 165–179.
- Asriati, A., Awaluddin, M., HR, A. S., & Sijal, M. (2024). *Distribution of Work Ethic factors, Locus of Control on Employee Performance*. 53–61.
- Bagis, F., Afifah, T. A., Darmawan, A., Tubastuvi, N., & Ikhsani, M. M. (2023). *Analysis Of The Influence Of Education Levels, Transformational Leadership, and Self-Efficacy On The Performance Of Village Government Apparatus In Purwojati District, Banyumas Regency*. 7(1), 1–12.
- Bagis, F., Nuraning, N., Suyoto, Ikhsani, M. M., & Darmawan, A. (2023). *The Influence of Cyberloafing, Self Efficacy, and Organizational Culture on The Performance of Employees at Regional Revenue Agency, Banyumas District*. 7(1), 1–11.
- Baihaqi, I., & Saifudin. (2021). *Pengaruh Budaya Organisasi, Gaya Kepemimpinan Transformasional dan Komitmen Organisasi Terhadap Kinerja Karyawan dengan*

- OCB Sebagai Variabel Intervening. JIMEBIS – Scientific Journal of Students Islamic Economics and Business.* 2(1), 8–17. <https://doi.org/10.22373/jimebis.v2i1.191>
- Baskoro, R. A. P., & Rozaq, K. (2022). *Pengaruh self efficacy dan servant leadership terhadap organizational citizenship behavior melalui job crafting pada karyawan.* 12(2), 350–365.
- Bastyant, M. N., Sari, E. Y. D., & Bashori, K. (2024). *Organizational Citizenship Behavior (OCB) Ditinjau dari Komitmen Organisasi dan Keadilan Organisasi. JIIP (Jurnal Ilmiah Ilmu Pendidikan).* 7(3), 2238–2244.
- Binardi, T., Sundjoto, & Rahayu, S. (2024). *The Influence of Organizational Justice on Performance with Job Satisfaction as a Mediation Variable (Case Study of East Java Province Inspectorate Employees). International Journal of Research Publication and Reviews.* 5(1), 5346–5356.
- Brahandayani, N. K. N., Novitasari, N. L. G., & Widhiastuti, N. L. P. (2023). *Pengaruh Beban Kerja, Kompetensi, Komitmen Organisasi, Locus of Control, Profesionalisme Terhadap Kinerja Auditor.* 19(2), 103–112.
- Chandrawaty, C., & Widodo, W. (2021). *Investigating OCB's Mediating Effect of School Organizational Justice on Teachers' Performance: Evidence from Indonesia. East African Scholars Journal of Education, Humanities and Literature.* 4(4), 167–172. <https://doi.org/10.36349/easjehl.2021.v04i04.003>
- Collins, C. J. (2021). Expanding the resource based view model of strategic human resource management. *The International Journal of Human Resource Management.* 32(2), 331–358. <https://doi.org/https://doi.org/10.1080/09585192.2019.1711442>
- Darmawan, A., Angelina, Y., & Sunardi. (2022). *Motivasi, Pelatihan Kerja, Pengembangan Karir dan Self Efficacy terhadap Kinerja Karyawan.* 12(1), 47–56. <https://doi.org/10.32502/jimn.v12i1.5142>
- Darmawan, A., Bagis, F., Handani, A. T., & Rahmawati, D. V. (2021). *Pengaruh Efikasi Diri, Karakteristik Pekerjaan dan Perilaku Kewargaan Organisasi Terhadap Kinerja Karyawan: Studi Pada Karyawan Java Heritage Hotel Purwokerto.* 15(2), 342–353.
- Dewi, N. P. L. A. M., Wimba, I. G. A., & Dewi, I. A. S. (2021). *Pengaruh Reward, Komitmen Organisasi dan Keadilan Organisasi terhadap Kinerja Karyawan pada The Joglo Restaurant di Canggu, Kuta Utara.* 1(3), 1029–1042.
- Dilla, N., Parimita, W., & Suherdi. (2023). *Pengaruh Motivasi Kerja dan Keadilan Organisasi Terhadap Organizational Citizenship Behavior Pada Karyawan PT. Rickindo.* 2(2), 409–428.
- Diyanto, R. P., & Zaenudin, M. (2022). *Pengaruh Locus Of Control (LOC) Terhadap Organizational Citizenship Behavior (OCB) Petugas Rutan Kelas IIB Sumenep.* 142–149.
- Fadli, M. A., & Suyuthie, H. (2022). *Pengaruh Organizational Citizenship Behavior (OCB) Terhadap Kinerja Karyawan di Grand Rocky Hotel Kota Bukittinggi.* 3(2).
- Faeq, D. K., & Ismael, Z. N. (2022). *Analyzing the Relationships Between Organizational Justice and Job Performance. International Journal of Engineering, Business and Management (IJEEM).* 6(5), 14-25. <https://doi.org/10.22161/ijebm.6.5.3>
- Fitri, I. K., & Endratno, H. (2021). *Pengaruh Komitmen Organisasi dan Kepuasan Kerja Terhadap Kinerja Karyawan dengan Organizational Citizenship Behavior Sebagai Variabel Intervening: Studi Pada Karyawan Hotel Bahari, Kabupaten Tegal.* 15(2), 276–293.
- Ghozali, I. (2021). *Aplikasi Analisis Multivariate dengan Program IBM SPSS.* Badan Penerbit Universitas Diponegoro.
- Ghozali, I. (2021). *Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.2.9 untuk Penelitian Empiris.* 4(1). Badan Penerbit Universitas Diponegoro.
- Handayani, N. M. D., & Wulandari, N. L. A. A. (2022). *Peran Komitmen Organisasional*

- Dalam Memediasi Pengaruh Self Efficacy Terhadap Organizational Citizenship Behavior (Studi di PT. BPR Gianyar Parthasedana di Gianyar)*. 2(1), 1–10.
- Hardianto, Nursaid, & G, N. N. P. M. (2025). *The Effect of Organizational Justice on Employee Performance with Work Ethic as an Intervening Variable*. 2(1), 125–133.
- Harianja, N., Kusumapraja, R., & Wekadigunawan, C. (2022). *Pengaruh Motivasi, Self Efficacy, dan Komitmen Karyawan Terhadap Kinerja Perawat di Rumah Sakit Hermina Depok*. 3(1).
- Hasan, D. U., & Khaerana. (2020). *Pengaruh Self Efficacy dan Self Esteem Terhadap Kinerja Pegawai Pada Badan Penanggulangan Bencana Daerah (BPBD) Kota Palopo*. 6(2), 145–155.
- Hendri, M., & Kirana, K. C. (2021). *Pengaruh Gaya Kepemimpinan, Locus of Control, Komitmen Organisasi dan Budaya Organisasi Terhadap Kinerja Karyawan di Roy Sentoso Collection*. 2(1).
- Herlambang, P. G. D., Mastrini, N. L. P. S., & Sukanti, N. K. (2022). *Pengaruh Etika Kerja, Iklim Organisasi dan Keadilan Organisasi Terhadap Kinerja Karyawan Pada Rumah Sakit Ibu dan Anak (RSIA) Puri Bunda Denpasar*. 8(3), 632–637.
- Hermanto, Y. B., & Srimulyani, V. A. (2022). *The Effects of Organizational Justice on Employee Performance Using Dimension of Organizational Citizenship Behavior as Mediation*. 1–19.
- Humairo, A. D., & Suryatni, M. (2024). *Analisis Pengaruh Budaya Organisasi dan Keadilan Organisasi Terhadap Organizational Citizenship Behavior (OCB) dengan Komitmen Organisasional Sebagai Variabel Intervening*. 5(2), 228–235. <https://doi.org/10.29303/alexandria.v5i2.667>
- Hussain, T., & Chandrashekar, R. (2025). *The Relationship between Sustainable Human Resource Management and Employee Loyalty in Manufacturing Industry in Malaysia*. 6(1), 194–206.
- Ilmatia, D., Sosiady, M., & Miftah, D. (2020). *Pengaruh Locus Of Control, Budaya Organisasi, Komitmen Organisasi dan Struktur Audit Terhadap Kinerja Auditor*. *CURRENT: Jurnal Kajian Akuntansi dan Busnis Terkini*. 1(3), 510–522.
- Jangda, M. A., Saeed, A., & Rehman, A. (2023). *Hands to work and heart to God—Organizational justice, Islamic work ethics, ethical leadership and work outcomes*. 15(1), 47–76.
- Jufrizen, J., & Kanditha, S. E. (2021). *The effect of organizational justice on employee performance by job satisfaction as an intervening variable*. *Jurnal Kajian Manajemen Bisnis*. 10(1). 1-17.
- Jufrizen, & Lubis, A. S. P. (2020). *Pengaruh Kepemimpinan Transformasional dan Kepemimpinan Transaksional Terhadap Kinerja Pegawai Dengan Locus of Control Sebagai Variabel Moderating*. *Maneggio: Jurnal Ilmiah Magister Manajemen*. 3(1), 41–59. <https://doi.org/10.30596/maneggio.v3i1.4874>
- Juliansyah, Ridwan, M., & Wahidmurni. (2022). *The Effect of Islamic Leadership, Organizational Culture, and Self-Efficacy on Lecturer Performance Mediated Organizational Citizenship Behavior (OCB) at Islamic Religious Colleges in West Kalimantan Indonesia*. 11(1), 77–93.
- Kamil, I., & Rivai, H. A. (2021). *Pengaruh Budaya Organisasi dan Keadilan organisasi terhadap Organizational Citizenship Behavior (OCB) dengan Komitmen Organisasi sebagai Variabel Mediasi*. 6(3), 49–64.
- Kesumawatie, M. I., Sumaryono, R., & Herdijanto, T. (2021). *Impact of Locus Control and The Work Environment on Employee Performance with Self-Efficiency as a Mediation in Paper Companies in East Java*. *Ilomata International Journal of Management (IJJM)*. 2(2), 82–92.

- Khatami, Y. H., Kharismasyah, A. Y., Darmawan, A., & Arofah, R. U. (2025). *Pengaruh Kompetensi dan Kecerdasan Emosional terhadap Kinerja Karyawan: Dimediasi Organizational Citizenship Behavior*. 6(3), 1239–1263.
- Lazuardy, P., Badruzaman, J., & Rosliyati, A. (2024). *The Influence of Self-Efficacy, Organizational Climate and Work-sLife Balance on Work Achievement through Motivation as an Intervening Variable*. *Management and Sustainability*. 3(1).
- Lunenburg, F. C. (2011). *Self-Efficacy in the Workplace: Implications for Motivation and Performance*. 14(1), 1–6.
- Madeira, T. V., Taibe, P., & Saudi, A. N. A. (2025). Locus of Control Sebagai Faktor Penentu dalam Kemampuan Adaptasi Mahasiswa Perantau Tahun Pertama di Kota Makassar. *Jurnal Psikologi Karakter*. 5(1), 96–103. <https://doi.org/10.56326/jpk.v5i1.5593>
- Manihuruk, F. E. (2023). *Analisis Pengaruh Keadilan Organisasi, Kepuasan Kerja dan Komitmen Organisasi Terhadap Kinerja Karyawan BPJS Ketenagakerjaan Kota Jambi*. 12(01), 115–128.
- Medina-Craven, M. N., & Ostermeier, K. (2020). *Investigating justice and bullying among healthcare workers*. *Employee Relations*. 1-28.
- Micomonaco, J. P., & Espinoza, B. D. (2022). Psychological Mind-Set and Student Success: The Importance of Internal Locus of Control in Students Who Overachieve. *Journal of College Student Retention: Research, Theory & Practice*. <https://doi.org/https://doi.org/10.1177/1521025119895981>
- Novrianti, A. R., & Shofiyah, I. (2024). *Pengaruh Self Efficacy, Locus of Control dan Insentif Terhadap Kinerja Karyawan di BPKA DIY*. 8(3), 458–473.
- Nugraha, P. K. O. A., Sulistyawati, N. L. K. S., Pramana, I. D. P. H., & Suprastayasa, I. G. N. A. (2023). *Pengaruh Gaya Kepemimpinan Transaksional dan Motivasi Terhadap Kinerja Karyawan di Hotel Vila Lumbung*. 28(1), 32–40.
- Nurfalah, D. (2021). *Pengaruh Locus of Control dan Perceived Organizational Support pada Organizational Citizenship Behavior Guru SMA Negeri di Kotamadya Sukabumi*. 156–164.
- Nurjanah, S., Pebianti, V., & Handaru, A. W. (2020). The influence of transformational leadership, job satisfaction, and organizational commitments on Organizational Citizenship Behavior (OCB) in the inspectorate general of the Ministry of Education and Culture The influence of transformational leadersh. *Cogent Business & Management*. 7(1). <https://doi.org/10.1080/23311975.2020.1793521>
- Pandia, M. M., Jufrizen, Khair, H., & Tanjung, H. (2023). *Organization Citizenship Behavior: The Role of Spiritual Leadership, Self Efficacy, Locus of Control and Job Satisfaction*. 19(1), 168–187. <https://doi.org/10.33830/jom.v19i1.3489.2023>
- Pangastuti, R. L. (2018). *Pengaruh Dimensi Kepribadian The Big Five Personality Terhadap Organizational Citizenship Behavior (OCB)*. 3(1).
- Park, J. Y., & Kim, C. (2023). The role of organizational justice and social interaction in mitigating the negative effects of high-performance member retailers on strategic integration. *Journal of Retailing and Consumer Services*. 1-9. <https://doi.org/10.1016/j.jretconser.2022.103238>
- Patria, R., & Mujanah, S. (2024). *The Influence of Servant Leadership, Self-Awareness, and Organizational Citizenship Behavior on Employee Performance in Badan Perencanaan Pembangunan Daerah Provinsi Jawa Timur*. 03(01), 157–164. <https://doi.org/10.58806/ijsshmr.2024.v3i1n21>
- Pratama, P. Y. S., & Sari, N. P. E. N. (2024). *Pengaruh Work Life Balance, Self Efficacy dan Locus Of Control Terhadap Kinerja Karyawan*. 01(1), 11–17. <https://doi.org/10.38043/psyecho.v1i1.6280>
- Pratamasyari, D. A., & Mansyur, A. (2023). *The Influence Of Interpersonal Skills, Locus Of Control and Organizational Culture On Employee Performance At Indonesian Sharia*

- Bank In Palu City*. 5(2), 185–205.
- Pratiwi, L. A., & Nawangsari, L. C. (2021). *Organizational Citizenship Behavior while mediating Self-Efficacy, Servant Leadership and Organization Culture on Employee Performance*. 6(1), 225–231.
- Purwanto, A. (2022). *The Role of Transformational Leadership and Organizational Citizenship Behavior on SMEs Employee Performance*. 3(5), 39–45.
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). *Peran Organizational Citizenship Behavior (OCB), Transformational and Digital Leadership Terhadap Kinerja Melalui Mediasi Komitmen Organisasi Pada Family Business*. 4(3), 256–272.
- Rahmadani, I., & Efendi, S. (2024). *Pengaruh Self Efficacy, Kompetensi dan Pengembangan Karir Terhadap Kinerja Karyawan Melalui Motivasi Kerja Sebagai Variabel Intervening Pada PT. Cipta Orion Metal*. *COSTING: Journal of Economic, Business and Accounting*. 7(5), 3105-3129.
- Ramadhani, A. A. F., & Kuswinarno, M. (2024). *Pengembangan Kompetensi Sumber Daya Manusia: Kunci Keberhasilan Organisasi di Tengah Persaingan Global*. 2(11).
- Ridwan, A. N., Pentury, G., Tutupoho, S., & Chandra, F. (2023). *Pengaruh Organizational Citizenship Behavior (OCB), Employee Empowerment dan Self Efficacy Terhadap Kinerja Karyawan*. 7(1), 45–58.
- Rimatanti, N. F., & Darman, A. (2023). *The Influence of Quality of Work Life (QWL), Organizational Commitment (OC), and Transformational Leadership on Organizational Citizenship Behavior (OCB) (Study on Nurses at RSUD dr. R. Goeteng Taroenadibrata Purbalingga)*. 1(1). <https://doi.org/10.30595/jesh.v1i1.76>
- Ritawaty, N., & Maulani, A. (2023). *Pengaruh Budaya Organisasi, Self Efficacy, Locus of Control dan Empowerment Terhadap Kinerja Karyawan Bank Kalsel Cabang Utama Banjarmasin*. *Kindai*. 18(3), 498–505.
- Rivaldi, Putra, R. B., Dika, R. P., Mulyani, S. R., & Putra, R. A. (2023). *Pengaruh Self Leadership dan Self Efficacy Terhadap Komitmen Organisasi Dengan Organizational Citizenship Behavior Sebagai Variabel Intervening*. 4(2), 231–242.
- Rizaie, M. E., Horsey, E. M., Ge, Z., & Ahmad, N. (2023). *The role of organizational citizenship behavior and patriotism in sustaining public health employees' performance*. 1–13. <https://doi.org/10.3389/fpsyg.2022.997643>
- Rizal, F. (2024). *Pengaruh Human Capital, Emotional Intelligence dan Self Efficacy Terhadap Kinerja Pegawai Dimoderasi oleh Organizational Citizenship Behavior (OCB)*. 5(3), 409–414.
- Rizki, M. F., Sanusi, F., & Khaerunnisa, E. (2024). *Pengaruh Keterikatan Pegawai dan Persepsi Keadilan Organisasi Terhadap Kinerja Pegawai dengan Organizational Citizenship Behavior (OCB) sebagai Variabel Intervening dan di Moderasi oleh Kepemimpinan Transformasional (Studi Kasus Pada Badan Pendapatan Daerah Provinsi Banten)*. 7(3), 7723–7742.
- Robbins, S. P., & Judge, T. A. (2017). *Perilaku organisasi*. Salemba Empat.
- Rozi, M. B., & Ubaidillah, H. (2024). *Efikasi Diri, Locus of Control, dan Mempengaruhi Kinerja Perangkat Desa*. *INTERACTION: Communication Studies Journal*. 1(2), 221–232.
- Rusilawati, E., Purnama, I., Tjahjana, D. J. S., & Kudri, W. M. (2023). *Locus of Control and Job Satisfaction on Employee Performance, Mediated by Organizational Citizenship Behavior among the Working Staff in the Accounting Department*. 1(2), 467–474.
- Rynaldi, R. T., & Mas'ud, F. (2022). *Pengaruh Keadilan Organisasional, Kepuasan Kerja dan Komitmen Organisasional Terhadap Organizational Citizenship Behavior Pada Tenaga Pengajar Universitas Dian Nuswantoro Saat Penerapan Work From Home*. 11(2015), 1–12.

- Sabuhari, R., Sudiro, A., Irawanto, D. W., & Rahayu, M. (2020). *The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance*. 1777–1786. <https://doi.org/10.5267/j.msl.2020.1.001>
- Sakti, P., Handoyo, R. D., & Wihadanto, A. (2020). *Pengaruh Kecerdasan Emosional, Komitmen Organisasional dan Organizational Citizenship Behavior terhadap Kinerja*. *Jurnal Ilmiah Manajemen dan Bisnis*. 21(1), 60–68. <https://doi.org/10.30596/jimb.v21i1.4149>
- Sandira, A. P. W., Utami, I. W., Fauzan, F., Ridho, A. M., & Novelita, D. A. A. (2024). *Peran Manajemen Sumber Daya Manusia Dalam Meningkatkan Kinerja Organisasi*. *SEMINAR NASIONAL & CALL FOR PAPER HUBISINTEK*. 991–996.
- Sanjiwani, D. M. P., & Wisadha, I. G. S. (2016). *Pengaruh Locus Of Control, Gaya Kepemimpinan dan Komitmen Organisasi Pada Kinerja Auditor Kantor Akuntan Publik*. 920–947.
- Santoso, P. B., Asbari, M., Siswanto, E., & Fahmi, K. (2020). *The Role of Job Satisfaction and Organizational Citizenship Behavior on Performance: Evidence from Indonesian Teachers*. *International Journal Of Social And Management Studies (IJOSMAS)*. 01(01), 22–31.
- Saputri, E. A., & Lestariningsih, M. (2021). *Pengaruh Kompetensi dan Self Efficacy Terhadap Kinerja Pegawai Melalui Lingkungan Kerja Map Fashion Tunjungan Plaza Surabaya*. *Jurnal Ilmu dan Riset Manajemen*. 10(3), 1-17.
- Sasikarani, M., Nuringwahyu, S., & Hardati, R. N. (2021). *Pengaruh Efikasi Diri Terhadap Organizational Citizen Behavior Dengan Kepuasan Kerja Karyawan Sebagai Variabel Mediasi*. 10(2), 238–244.
- Sefira, D. M., Prihatini, D., & Fadah, I. (2023). *The Influence of Emotional Intelligence and Self-Efficacy Towards Job Performance Through Organizational Citizenship Behavior*. *International Journal of Multicultural and Multireligious Understanding (IJMMU)*. 10(8), 21–29. <http://dx.doi.org/10.18415/ijmmu.v10i8.4900>
- Sheeraz, M. I., Ahmad, U. N. U., Ishaq, M. I., & Nor, K. M. (2020). *Moderating Role of Leader-Member Exchange Between the Relationship of Organizational Justice and Organizational Citizenship Behavior*. *Pakistan Journal of Commerce and Social Sciences*. 14(3), 635-660.
- Siregar, D. (2021). *Pengaruh Efikasi Diri dan Motivasi Intrinsik terhadap Kinerja Karyawan pada PT. Bank X*. *JUPIIS: JURNAL PENDIDIKAN ILMU-ILMU SOSIAL*. 13(1), 230. <https://doi.org/https://doi.org/10.24114/jupiis.v13i1.24158>
- Skitka, L. J., Hanson, B. E., Morgan, G. S., & Wisneski, D. C. (2021). *The Psychology of Moral Conviction*. *Annual Review of Psychology*. 347–66. <https://doi.org/10.1146/annurev-psych-063020-030612>
- Sudirman, Asri, & Rokhmat, J. (2021). *Pengaruh Keadilan Organisasi Terhadap Kinerja Tenaga Kependidikan*. *Jurnal Praktisi Administrasi Pendidikan*. 5(1), 1–5. <https://doi.org/10.29303/jpap.v5i1.487>
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sunanto, E., Suwaridi, & Hanfan, A. (2022). *Pengaruh Self Efficacy, Kompetensi, Remunerasi, Kepemimpinan dan Komunikasi terhadap Kinerja Karyawan melalui Organization Citizenship Behaviour*. 4(2). <https://doi.org/10.47065/ekuitas.v4i2.2245>
- Sundawa, R. D., Nurdin, & Zahiditrisno, W. (2023). *Hubungan Self Efficacy dan Locus of Control Terhadap Kinerja Karyawan Pada Isykariman Property Syariah*. *Jurnal Ilmiah Manazir – Universitas Ibnu Chaldun*. 1(1), 11–25.
- Supriadi, Y. N., & Irawan, A. D. (2025). *Investigating Self-Efficacy, Work Environment, and Employee Performance Via Organizational Citizenship Behavior*. 7(4), 1115–1130.
- Syafriyanti, & Anisah, H. U. (2021). *Analisis Pengaruh Keadilan Organisasi dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) Dengan Mediasi Komitmen*

- Organisasi di Kantor Badan Pertanahan Nasioanal (BPN) Kota Banjarmasin. *Jurnal Wawasan Manajemen*. 9(1). 52-61.
- Syah, A., & Safrida. (2024). *The Mediating Role of Organizational Citizenship Behavior (OCB) on Employee Performance: Locus of Control and Self-Efficacy*. 4(1), 101–112.
- Syaifuddin, Efendi, B., Novirsari, E., Lubis, Y., & Nasib. (2023). *Organizational Justice and Corporate Social Responsibility on Employee Performance: The Mediating Role of Job Satisfaction*. 10(3), 151–165. <https://doi.org/10.33168/JLISS.2023.0312>
- Tistianingtyas, D., & Parwoto. (2021). *Effect of Locus of Control and Job Satisfaction on Employee Performance through Organizational Citizenship Behavior (OCB) on Accounting Department Personnel of Naval Base V Surabaya*. 6(2), 12–17.
- Umar, H. (2020). *Populasi dan Sampel Penelitian*.
- Vuong, B. N., Hieu, V. T., Lien, L. T. P., & Huyen, N. T. T. (2024). *How Organizational Citizenship Behaviors Promote Job Performance: Evidence From The Aviation Industry*.
- Waddington, J. (2023). *Self-efficacy*. 77(2), 237–240. <https://doi.org/10.1093/elt/ccac046>
- Wicaksono, I., & Ratnawati, I. (2022). *The importance of having self-efficacy, self-esteem, job satisfaction on employee performance during the pandemic in state-owned companies*. 8(1), 177–186.
- Widyastuti, F., & Ardiyanti, N. (2024). *The Impact Of Human Resource Aspects In Supporting Readiness For Change*. 22(1), 125–137.
- Widzayanto, L. A., Endratno, H., Darmawan, A., & Haryanto, T. (2023). *The Influence Of Self-Efficacy, Intrinsic Motivation, Islamic Work Ethic, and Psychological Well-Being On Performance (Study of Nurses at RSI Muhammadiyah Tegal)*. *International Journal of Economics, Bussiness and Accounting Research (IJEBAR)*. 7(4), 1–13.
- Wiseman, J., & Stillwell, A. (2022). *Organizational Justice: Typology, Antecedents and Consequences*. *Encyclopedia*. 2(3), 1287–1295. <https://doi.org/10.3390/encyclopedia2030086>
- Yamin, S. (2021). *SmartPLS 3, AMOS & STATA: Olah Data Statistik (Mudah & Praktis)*. Dewangga Energi Internasional Publishing.
- Yennita, Irawan, H., & Eliza, Y. (2025). *Influence Locus of Control, Self Efficacy and Job Satisfaction on Organizational Citizenship Behavior*. 5(1), 60–69.
- Zaman, Z. (2023). *Examining the impact of OCB on individual career development and advancement, exploring po-tential moderating effects of job self-efficacy*. *Voyage Journal of Economics & Business Research*. 2(2), 53–71.
- Zuana, M. M. M., Toha, M., & Isbahi, M. B. (2024). *Exploration of Community Empowerment in a Village as the Entrance to a Lake in East Java*. *Malacca: Journal of Management and Business Development* , 1(1), 47–55. <https://doi.org/10.69965/malacca.v1i1.52>