

Effect of Locus of Control, and Self-Efficacy on Organizational Citizenship Behavior with Job Satisfaction as Intervening Variables in Padang Panjang City Government

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Abstract

This study aims to analyze the effect of locus of control, and self-efficacy on organizational citizenship behavior with job satisfaction as an intervening variable in Padang Panjang City Government. The sampling method used for this research is Proportional Random Sampling. The number of respondents in this study was 285 people. The analysis technique used is mediation regression analysis. The results showed that Locus of Control had no significant effect on Job Satisfaction; Self-Efficacy has a significant effect on Job Satisfaction; Locus of Control has no significant effect on Organizational Citizenship Behavior; Self-Efficacy has a positive and significant effect on Organizational Citizenship Behavior; Job satisfaction does not become a mediation on the influence of Locus of Control on Organizational Citizenship Behavior; Job Satisfaction becomes mediation on the effect of Self-Efficacy on Organizational Citizenship Behavior

Keywords: locus of control, self-efficacy, organizational citizenship behavior, job satisfaction.

Introduction

Human resources in an organization have a very important role, because without the support of good human resources an organization will face problems in achieving organizational goals. If organizational goals can be achieved, good relations and synergy between leaders and employees in the organization will be created. Komalasari (2012) define OCB as employee behavior that contributes to the effectiveness of an organization that is not explicitly requested and there is no formal reward. Organizational citizenship behavior (OCB) is very important to support the effectiveness of organizational functions, especially in the long term.

Podsakoff, Mac Kenzie, Paine and Bachrach (2000), suggest that the Locus of Control, Self-Efficacy has a strong influence on OCB, this opinion is also supported by Kustini (2006). Locus of Control refers to general expectations of results, such as achievement of rewards or avoiding penalties that are controlled by the actions of their own (internal Locus of Control) or by factors (external Locus of Control) (Spector, 1988). People with an internal Locus of Control believe that results in their lives are determined by personal effort, ability, and initiative, whereas people with external Locus of Control tend to believe that results are determined by others, luck, or fate (O'Brien, 1984). Internal Locus of Control has been found to be negatively associated with anxiety (Spector, 1982) and is positively related to achievement orientation and extra role behavior (Hattrup et al., 2005). In addition, studies have shown that people with higher internal Locus of Control show less stress, higher work motivation, and are more likely to emerge as leaders of people with higher external Locus of Control (Spector, 1982).

Another factor that influences OCB is Self-Efficacy, which confirms that one's belief in him is able to bring him to the good behavior needed to achieve the desired results and encourage him to make additional efforts (extra role behavior) (Peyman et al., 2006). The strong feeling of Self-Efficacy is effective at personal goals and how one uses all of his efforts to achieve these goals and the extent to which he attempts to deal with problems and responds to those failures (Martin, 2006).

One important factor for building OCB is the creation of job satisfaction. (Church 1995 and Suhanto 2009). Job satisfaction is an attitude, which is related to the feelings of employees towards

their work. Because it describes feelings, then referring to the attitude component, job satisfaction is a component of affection (Compassion). Furthermore, because job satisfaction is an affection that is affection, then its existence can influence further behavior, both intensity and direction.

Job Satisfaction can be influenced by Locus of Control and Self-Efficacy proposed by Kreitner, Kinicki (2003) and Prasetya (2013) by the first Locus of Control determines the degree to which individuals believe that their behavior affects what happens to them some people feel sure that they are the determinants of their own destiny and have personal responsibility for what happens to them when they perform well so they are sure that this is caused by the efforts of each individual. Second Self-Efficacy is a person's belief in his chances of successfully achieving a particular task. High Self-Efficacy individuals will achieve a better performance because the individual has strong motivation, clear goals, stable emotions and the ability to successfully deliver activities or behaviors. The good performance of someone's employee will make Self-Efficacy become higher

Based on the background of the above problems the authors are interested in conducting research concerning Locus of Control, and Self-Efficacy, Job Satisfaction and OCB. So the author proposes the title of this research, namely "The Effect of Locus of Control, and Self-Efficacy on Organizational Citizenship Behavior with Job Satisfaction as an Intervening Variable in Padang Panjang City Government"

Methods

This type of research including quantitative research specifically this research wants to see the effect of Locus of Control, Self-Efficacy and on OCB with job satisfaction as a mediating variable. In other words, this study includes causative research that looks at the effect of independent variables on the dependent variable. The sampling method used for this research is proportional random sampling with a total sample of 285 respondents, namely civil servants in the Padang Panjang City Government.

Results

Effect of Locus of Control and Self-Efficacy on Job Satisfaction

This section discusses the influence of the Locus of Control and Self-Efficacy variables on Employee Job Satisfaction in the Padang Panjang City Government using multiple linear regression analysis.

From the results of regression analysis, the effect of the Locus of Control and Self-Efficacy on the Working Head variable shows that Locus of Control has no significant effect on the satisfaction with the significance of $0.178 > 0.05$. This shows that the Locus of Control is not a factor that directly affects Job Satisfaction. Based on the results, Self-Efficacy has a significant effect on satisfaction with the significance of $0.000 < 0.05$. So that shows that Self-Efficacy directly influences Job Satisfaction

Effect of Locus of Control and Self-Efficacy on Organizational Citizenship Behavior

This section discusses the influence of the Locus of Control and Self-Efficacy variables on Organizational Citizenship Behavior in the Padang Panjang City Government using multiple linear regression analysis.

From the regression analysis, the effect of the Locus of Control and Self-Efficacy on Organizational Citizenship Behavior variables shows that Locus of Control has no significant effect on Organizational Citizenship Behavior with a significance of $0.119 > 0.05$. This shows that the Locus of Control is not a factor that influences Organizational Citizenship Behavior directly. Based on the results, Self-Efficacy has a significant effect on Organizational Citizenship Behavior with a significance of $0.000 < 0.05$. So that shows that Self-Efficacy directly influences Organizational Citizenship Behavior.

Based on the results shows that locus of control has no significant effect on job satisfaction and on Organizational Citizenship Behavior. These results indicate that job satisfaction does not become a

mediator on the influence of locus of control on Organizational Citizenship Behavior. The next step is to do a simple regression on the effect of Self-Efficacy on Organizational Citizenship Behavior.

Self-Efficacy on Organizational Citizenship Behavior

The next step in this research is to simply regression the Self-Efficacy variable to Organizational Citizenship Behavior. The regression results above show that Self-Efficacy has a positive and significant effect on Organizational Citizenship Behavior, with a regression coefficient of 0.609 and a significance of $0.000 < 0.05$. With the regression equation, namely:

$$Y = 2.098 + 0.609 X_2$$

The results of this study give the conclusion that Self-Efficacy has a positive and significant effect on Organizational Citizenship Behavior. Based on the results of the above calculations can be seen the results of the diagram as follows



Figure 1 Effect of Self-Efficacy on Organizational Citizenship Behavior

The Effect of Self-Efficacy on and Job Satisfaction

This section discusses the influence of the Self-Efficacy variable on the job satisfaction of Padang Panjang City Government Employees. The regression results above show that Self-Efficacy has a positive and significant effect on Job Satisfaction, with a regression coefficient of 0.612 and a significance of $0.000 < 0.05$. With the regression equation, namely:

$$X_3 = 2,136 + 0,612 X_2$$

The results of this study give the conclusion that Self-Efficacy has a positive and significant effect on Job Satisfaction. Based on the results of the above calculations can be seen the results of the diagram as follows

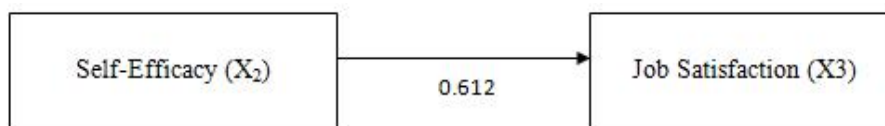


Figure 2 The Effect of Self-Efficacy on Job Satisfaction

Effect of Job Satisfaction on and Organizational Citizenship Behavior

This section discusses the influence of the Job Satisfaction variable on the Organizational Citizenship Behavior of the Padang Panjang City Government. The regression results above show that Job Decision has a positive and significant effect on Organizational Citizenship Behavior, with a regression coefficient of 0.954 and a significance of $0.000 < 0.05$. With the regression equation, namely:

$$Y = 0,150 + 0,954 X_3$$

The results of this study give the conclusion that the Decision of Work has a positive and significant effect on Organizational Citizenship Behavior. Based on the results of the above calculations can be seen the results of the diagram as follows



Figure 3 Effect of Job Satisfaction on Organizational Citizenship Behavior

After comparing the values that are known that there is a significant effect between self efficacy on Organizational Citizenship Behavior, a significant effect between self efficacy on job satisfaction, a significant influence between job satisfaction on Organizational Citizenship Behavior. This can be proved by looking at the results of significance value < 0.05 . Based on the results of the research that

has been described to determine job satisfaction as mediating the effect of self efficacy on Organizational Citizenship Behavior

Job Satisfaction as Mediating the Effect of Self Efficacy on Organizational Citizenship Behavior

The next step in this research is to do regression together variable self efficacy and job satisfaction towards Organizational Citizenship Behavior. The regression results show that Self Efficacy and Job Satisfaction have an effect on Organizational Citizenship Behavior and produce regression coefficients of 0.494 ($0.000 < 0.05$) and 0.189 ($0.000 < 0.05$). So it can be concluded by looking at the regression results together between the variables of Self Efficacy and Job Satisfaction influence on Organizational Citizenship Behavior with the results of the equation as follows:

$$Y = 1,696 + 0,494X_1 + 0,189X_2$$

In this stage there is a mediation effect partially because the influence of the mediating variable (job satisfaction) on the dependent variable (Organizational Citizenship Behavior) is significant with a significant value of $0.000 < 0.05$, and the independent variable (self efficacy) towards mediation (job satisfaction) is also significant $0.000 < 0.05$. From the results of regression analysis also can be described in accordance with the existing analytical framework namely

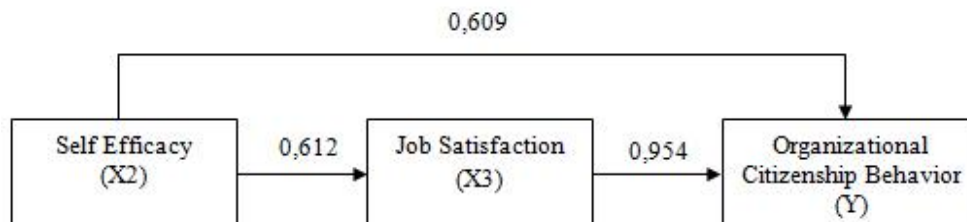


Figure 4 Job Satisfaction Becomes Mediation on the Effect of Self Efficacy on Behavior Organizations

Regression coefficients generated from the fourth regression analysis that is between the Self Efficacy and Decision variables on Organizational Citizenship Behavior, which results in a regression coefficient of 0.189 for mediating variables, namely work head and 0.494 for independent variables, namely self efficacy, so that it can be concluded that job satisfaction is sufficient. This means that employees must have good job satisfaction so that self efficacy can affect Organizational Citizenship Behavior.

Positive influence was obtained between the variables of self efficacy on Organizational Citizenship Behavior, self efficacy on job satisfaction, and work satisfaction on Organizational Citizenship Behavior. From these three steps it was concluded that mediation roles were possible. This is consistent with according to Baron and Kenny (1986) the goal of the first stage to the third stage is to describe whether there is a partial effect on the three proposed latent variables. If one or more influences are not significant, the researcher concludes that mediation is not possible. Furthermore, in the fourth stage self efficacy and job satisfaction were regressed together with Organizational Citizenship Behavior and resulted in a significant effect so it can be concluded that job satisfaction mediates partially the effect of self efficacy on Organizational Citizenship Behavior.

Table 1 Final Result of Causal Steps Baron & Kenny

Model	Step 1	Step 2	Step 3	Step 4
LOC – KK	-0,079-		-	-
SE – KK	0,658*	-	-	-
LOC – OCB	-	0,067-	-	-
SE – OCB	-	0,571*	-	-
SE – OCB	-	-	-	-
SE – KK	-	-	-	-
KK – OCB	-	-	0,954*	-
SE – OCB	-	-	-	0,494*
KK – OCB	-	-	-	0,189*

Source: Primary data analysis, 2018 ;*significant $\alpha = 5\%$

This is consistent with the theory according to Sharon and Kenny (1986) fully mediated mediation will occur if the influence of mediating variables on the dependent variable is significant while the influence of independent variables on mediators is not significant. Conversely, if the influence of the dependent variable on mediating variables is significant and the influence of independent variables on mediating variables is also significant, it can be said that the findings of this study support partially mediated mediation..

Hypothesis testing

First Hypothesis

Based on data analysis to test the first hypothesis, it is known that the regression coefficient of the Locus of Control effect on Organizational Citizenship Behavior is 0.067, with a count of 1.563 and a significance value of 0.119. If the significance value is compared with alpha ($= 0.05$) it is evident that the significance value is smaller than alpha ($0.119 > 0.05$). Locus of Control has no significant effect on Organizational Citizenship Behavior Padang Panjang City Government Employees.

Second Hypothesis

The results of data analysis to test the second hypothesis is known regression coefficient of the effect of Self-Efficacy on Organizational Citizenship Behavior is 0.571, with t statistics 22,501 and a significance value of 0,000. If the significance value is compared with alpha ($= 0.05$) then it is evident that the significance value is smaller than alpha ($0.000 < 0.05$). Self-Efficacy has a significant effect on Organizational Citizenship Behavior of Padang Panjang City Government.

Third Hypothesis

Based on the results of data analysis to test the third hypothesis, it is known that the regression coefficient of the effect of Locus of Control on Job Satisfaction is -0.079, with a t statistics of 1.352 and a significance value of 0.178. If the significance value is compared with alpha ($= 0.05$) it is proven that the significance value is greater than alpha ($0.178 > 0.05$). Locus of Control does not significantly influence the Job Satisfaction of Padang Panjang City Government Employees.

Fourth Hypothesis

From testing the fourth hypothesis, it is known that the regression coefficient of the effect of Self-Efficacy on Job Satisfaction is 0.658, with t statistics 18,809 and a significance value of 0,000. If the significance value is compared with alpha ($= 0.05$) then it is evident that the significance value is smaller than alpha ($0.000 < 0.05$). Self-Efficacy has a significant effect on Padang Panjang City Government Employee Satisfaction.

Fifth Hypothesis

The fifth hypothesis examines the indirect effect of locus of control on organizational citizenship behavior through job satisfaction. The results of the analysis show that the statistic value of -1,339 is lower than the table 1,96 means that there is no significant effect of Locus of Control on Organizational Citizenship Behavior through Job Satisfaction so that this indirect model is rejected. There is no indirect effect of locus of control on organizational citizenship behavior through job satisfaction

Sixth Hypothesis

The results of testing the indirect effect of self-efficacy on organizational citizenship behavior through job satisfaction showed the value of statistical value of 50,881 greater than the table of 1,96 means that there was a significant effect of Self-Efficacy on Organizational Citizenship Behavior through Job Satisfaction so that this indirect model was accepted. There is an indirect effect of self-efficacy on organizational citizenship behavior through job satisfaction.

Effect of Locus of Control on Organizational Citizenship Behavior Padang Panjang City Government

Based on the results of the analysis of the first hypothesis it is known that the Focus of Control has no significant effect on Organizational Citizenship Behavior of Padang Panjang City Government. Locus of Control does not make a significant contribution to Organizational Citizenship Behavior.

Not in line with research conducted by Gucl (2012), there was a positive relationship between Locus of Control and Organizational Citizenship Behavior in Employees. This means that the higher the Locus of Control towards Employees, the higher the OCB level. A good locus of control has a positive relationship with OCB where the better the indicators that make up the Locus of Control, the better the desired OCB will be.

Effect of Self-Efficacy on Organizational Citizenship Behavior Padang Panjang City Government

Based on the results of the second hypothesis testing, it was found that Self-Efficacy had a significant effect on Organizational Citizenship Behavior of Padang Panjang City Government. Organizational Citizenship Behavior will experience an increase if there is an employee who has a high Self-Efficacy in carrying out daily tasks.

In line with the research conducted by Ulfiani (2013), there is a positive relationship between Self-Efficacy and Organizational Citizenship Behavior in employees. This means that the higher the employee's Self-Efficacy, the higher the level of performance. Self-Efficacy has a direct influence on OCB where Self-Efficacy is supported by relevant dimensions such as Magnitude, Generality, Strength which have a positive relationship to OCB where the better the dimensions that shape behavior in shaping self-confidence, the better the desired OCB.

The Effect of Locus of Control on the Job Satisfaction of Padang Panjang City Government Employees

Based on the results of testing the first hypothesis, it is known that Locus of Control has no significant effect on Padang Panjang City Government Employee Satisfaction. The existence of a high Locus of Control will not create high Job Satisfaction in employees in carrying out their daily tasks. The findings of this study prove that the Locus of Control is not an important factor in organizations that affect Employee Job Satisfaction. Employees will have a sense of satisfaction that is high and will not be supported by their ability to deal with any problems in their work environment.

This research is not in line with Sen's (2015) stating that there is no positive relationship between Locus of Control and Job Satisfaction in Employees. This means that Locus of Control employees do not have an influence on the level of Employee Job Satisfaction. Individuals with an internal Locus of Control tend to assume that skills, abilities, and effort determine what they get in their lives. Whereas individuals who have an external Locus of Control tend to assume that their lives are primarily determined by outside forces, such as fate, destiny, luck, and others in power.

The Effect of Self-Efficacy on Job Satisfaction of Padang Panjang City Government Employees

The results of testing the second hypothesis, it is known that Self-Efficacy has a significant effect on Padang Panjang City Government Employee Satisfaction. The existence of high Self-Efficacy will create high Job Satisfaction in Employees in carrying out their daily tasks.

In line with research conducted by Ni Made (2016) stated there is a positive relationship between Self-Efficacy and Job Satisfaction in Employees. This means that the higher the Self-Efficacy of Employees, the higher the level of Job Satisfaction will be. Self-Efficacy is a feeling of confidence in one's own ability in making an action that shows individuals can feel freedom in their favorite activities and are responsible for their actions, warmth, and politeness in building communication with others, besides that individuals are able to accept and respect others, have the drive to succeed and be able to understand the advantages and disadvantages. Satisfaction can be achieved if the work satisfies the needs of the individual as a whole which can be seen by the expression of someone's happy feelings about the job or not based on employee expectations of the job.

Job Satisfaction becomes mediation on the influence of Locus of Control on OCB.

The fifth hypothesis is that Job Satisfaction does not become mediation on the influence of the Locus of Control on Organizational Citizenship Behavior in Padang Panjang City Government. Thus it can be said that job satisfaction does not mediate the influence of Locus of Control on Organizational Citizenship Behavior

Job Satisfaction does not become mediation on the influence of Locus of Control on Organizational Citizenship Behavior found in this study. Deny (2014) stated that there was a positive relationship between Job Satisfaction and employee performance. This means that the higher the Employee Job

Satisfaction, the higher the level of Organizational Citizenship Behavior. Robbins (2006), which states that successful organizations need employees who will do more than their formal duties and want to deliver performance that exceeds expectations. In a dynamic workplace like today, where tasks are more often done in teams, flexibility is very important. Organizations want employees who are willing to do tasks that are not listed in their job descriptions. So, there are many other factors that influence Organizational Citizenship Behavior not only on job satisfaction and Locus of Control.

Job Satisfaction becomes mediation on the effect of Self-Efficacy on OCB.

The sixth hypothesis is Job Satisfaction to mediate the influence of the Self-Efficacy on OCB Padang Panjang City Government. Thus it can be said that the increasing Self-Efficacy has a significant effect on Organizational Citizenship Behavior if employees feel satisfaction in working.

The influence of the Job Satisfaction mediating variable on the effect of Self-Efficacy on Organizational Citizenship Behavior found in this study. Crick & Dodge (1996) and Kurniawan (2004) explain self-confidence as a mental representation of an individual over reality, formed by past and present experiences, and stored in long-term memory. Which specific schemes, beliefs, expectations integrated in the belief system will influence the individual's interpretation of the specific situation. The process of individual interpretation of this specific situation is in turn predicted to affect a person's behavior. In line with the research conducted by Deny (2014) stated that there is a positive relationship between Job Satisfaction and employee performance. This means that the higher the Employee Job Satisfaction, the higher the OCB level will be.

Conclusions

The results showed that Locus of Control had no significant effect on Job Satisfaction; 2. Self-Efficacy has a significant effect on Job Satisfaction; 3. Locus of Control has no significant effect on Organizational Citizenship Behavior; 4. Self-Efficacy has a positive and significant effect on Organizational Citizenship Behavior; 5. Job satisfaction does not become a mediation on the influence of Locus of Control on Organizational Citizenship Behavior; 6. Job Satisfaction becomes mediation on the effect of Self-Efficacy on Organizational Citizenship Behavior.

Based on the results of the research and conclusions obtained in this study, the suggestions that the writer can give to further improve Organizational Citizenship Behavior of Padang Panjang City Government are as follows: (1) Improving Employee Self-Efficacy, employees to improve can face unpredictable problems in the Padang Panjang City Government. By the way, making employees able to handle work that is more challenging than the workers being worked on, makes employees satisfy their self-expectations of work from the perspective of professionalism, feels very capable to do the work being done, and feels confident that skills and abilities exceed those of colleagues work; (2) Increase Job Satisfaction, employees can feel satisfied and happy in the Padang Panjang City Government. By the way, increase satisfaction with salary, satisfaction with promotion, satisfaction with coworkers, satisfaction with supervisors, and satisfaction with own work.

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