

Locus of Control and Job Satisfaction on Employee Performance, Mediated by Organizational Citizenship Behavior among the Working Staff in the Accounting Department

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ABSTRACT

This research aims to investigate the impact of Locus of Control and Job Satisfaction on Organizational Citizenship Behavior (OCB) and Employee Performance. It also aims to explore the role of OCB as a mediating variable in the relationship between Locus of Control, Job Satisfaction, and Employee Performance among personnel in the Accounting Department of Panca Eka Pekanbaru. The research design adopts a causal approach with a quantitative methodology. The sampling method employed is saturated sampling, and primary data is collected through a questionnaire. Data analysis is conducted using the Partial Least Square method. The study involves fifty accounting staff members from Panca Eka Pekanbaru. Evaluating Organizational Citizenship Behavior (OCB) in the accounting staff is crucial due to its significance in defining the responsibilities of Navy personnel across different units. Job Satisfaction also plays a vital role in enhancing work performance. The accounting department of Panca Eka Pekanbaru emphasizes the importance of optimal employee performance. This emphasis is rooted in the perspective of the accounting staff regarding their control over internal and external events in their lives. The findings of the study are as follows: (1) Locus of Control does not significantly affect Organizational Citizenship Behavior (OCB); (2) Job Satisfaction positively influences Organizational Citizenship Behavior (OCB); (3) Both Locus of Control and Job Satisfaction have an impact on Employee Performance; (4) Organizational Citizenship Behavior (OCB) does not significantly influence Employee Performance; (5) Locus of Control and Job Satisfaction do not significantly affect Employee Performance through the mediating role of Organizational Citizenship Behavior (OCB).

Keywords: Locus of Control, Job Satisfaction, Organizational Citizenship Behavior, Employee Performance

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INTRODUCTION

In today's dynamic work environment, characterized by collaborative tasks and the need for adaptability, organizations are increasingly reliant on employees who exhibit Organizational Citizenship Behavior (OCB). OCB involves actions like aiding team members, volunteering for additional tasks, mitigating conflicts with colleagues, adhering to regulations, and accommodating occasional work demands and interruptions [1]. The presence of OCB yields benefits not only for individual members but also makes a broader contribution to the organization beyond formal requirements. Thriving organizations count on members who surpass their designated job roles and willingly invest their time and effort to ensure the success of their assigned tasks. This kind of conduct isn't stipulated, yet it significantly aids in the seamless operation of the organization. Similarly, within the context of staff personnel at Panca Eka Pekanbaru, the significance of OCB behavior is profound. This behavior constitutes a central element of the execution of the chain of command system, which represents the fundamental responsibility of Navy personnel across all work units, regardless of their service location.

Furthermore, a pivotal factor influencing an employee's job execution is job satisfaction (Asl & Osam, 2021; Nyoto et al., 2023; Putra et al., 2023). When an employee finds contentment in their role, their work performance (Alpler et al., 2021; Mairia et al., 2021; Ramadona et al., 2021) tends to remain high. Conversely, job dissatisfaction can lead to issues such as absenteeism, unreliability, and subpar performance (Rafa'i et al., 2023) over time. It's crucial to recognize that employees possess the potential to become invaluable assets for a company, contingent on the establishment of a work environment that caters to their satisfaction. When management ensures that employees' needs are met, it not only bolsters their work performance (Pernando et al., 2022; Tohan et al., 2022) but also encourages their prolonged tenure within the company [2]. This holds true within the operational context of the Panca Eka Pekanbaru Accounting department as well. Within the office setting, the significance of job satisfaction is equally pronounced. Beyond salary and food allowances, personnel

also receive various additional benefits aimed at augmenting job satisfaction. These include provisions like housing or mess facilities, healthcare benefits, work uniform allowances, and notably, performance-related incentives.

Employee performance is influenced not only by individual attributes such as skills and abilities, accompanied by motivation and opportunities provided to them but also by environmental factors [3]. Similarly, the anticipated performance of Panca Eka Pekanbaru Accounting personnel is rooted in their ability to demonstrate unwavering loyalty and high performance. This is particularly significant under the guidance of the Head of the Panca Eka Pekanbaru Accounting department, who serves as the leader of this essential work unit. Notably, this unit holds a pivotal role and possesses authoritative control (Rostania et al., 2023) over budget and finance matters across the entirety of Panca Eka Pekanbaru. While effective performance (Atika et al., 2022; Rafizal et al., 2022) standards dictate that employees align with company expectations, it's equally essential for the company to consider factors that enable employees to thrive and feel at ease within their conditions and work environment.

Companies that recognize the paramount importance of sustaining employee performance consistently prioritize factors that uplift employee morale. Essentially, employee performance is shaped by specific circumstances—internal factors within the individual, referred to as individual factors, and external factors outside the individual, termed situational factors [4]. An example of an individual factor is the concept of locus of control. Each individual holds beliefs and perceptions that influence their outlook on various aspects affecting their lives. This belief system is referred to as the locus of control. Certain individuals attribute their achievements to personal effort and abilities, while others subscribe to the notion that external factors beyond their control, such as luck, opportunities, fate, or destiny, play a pivotal role in their success. This dynamic also resonates within the Panca Eka Pekanbaru accounting department's staff. Variables like their inherent ranks (officers, non-commissioned officers, enlisted officers, and civil service employees) and their educational levels significantly shape their perspectives. These factors influence their perception of success, with some emphasizing the importance of enhancing abilities, skills, and loyalty to achieve success, while others adopt a different mindset. This divergence in mindset can impact personnel morale and performance, potentially leading to a decline in enthusiasm and an inclination toward merely fulfilling routine tasks rather than striving for excellence.

The significance of having a proficient and highly performing workforce is a paramount expectation held by the Panca Eka Pekanbaru Accounting department's staff. However, numerous challenges, as discussed earlier, manifest within the environment of the Panca Eka Pekanbaru Accounting personnel, presenting barriers to achieving optimal performance. These challenges are evident in the realm of locus of control, where difficulties in adapting to novel situations or changes arise, particularly during transitions in leadership within the accounting division. These circumstances have repercussions on individuals' mindsets and intellectual capacities, resulting in relatively diminished abilities. Furthermore, these challenges are reflected in the realm of job satisfaction. Despite benefiting from various office facilities, it's undeniable that the compensation received, encompassing salaries and allowances, falls considerably short of meeting the demands of life in a bustling urban center like Pekanbaru. This undeniable disparity in income exerts a discernible influence on work execution, affecting tasks such as analytical thinking and problem-solving within the official milieu, thereby significantly impacting the organization as a whole.

LITERATURE REVIEW

Employee Performance

Performance refers to the accomplishments carried out by an individual in alignment with the established benchmarks for their tasks during a specific timeframe. Performance encapsulates the entirety of work outputs present within a worker [5]. Another perspective characterizes performance as a gauge of achieved outcomes juxtaposed with the amount of labor time invested (usually per hour) [6]. In the realm of employee performance, terms like output, efficiency, and effectiveness are commonly intertwined with the concept of productivity [6]. Performance, as a process, is a measurable phenomenon observed over a designated period, governed by predetermined regulations or agreements [7]. This notion encompasses the outcomes achieved by an individual or a collective within an organization, conforming to their designated authorities and responsibilities, while striving to lawfully accomplish the objectives of the organization. Such endeavors must be legally compliant, devoid of violations, and ethically consistent [5].

Performance is basically what employees do or don't do [8]. One that is used to measure performance is to look at the dimensions of employee performance. Dimensions and indicators of employee performance are:

1. Quality is the result of hard work from employees in accordance with the objectives set by the company previously. When employees attain commendable outcomes, their performance is appraised positively by the company, in consonance with established benchmarks. This signifies an elevated level denoting the work procedure or achieved outcomes for a task that draws close to a state of perfection.
2. Quantity is the result of hard work from employees who can reach the maximum scale that has been determined by the company. With the results set by the company, the employee's performance is correct and correct.
3. Timeliness, employees can work in accordance with the working time standards set by the company. Adhering to established time standards in the course of work signifies commendable employee performance. Demonstrating timeliness, which denotes completing tasks faster than the stipulated time, further reflects a high level of employee performance.
4. Attendance, maintaining regular attendance is an essential expectation for employees. Employee attendance serves as an indicator of their engagement and satisfaction with their roles. Generally, employees with higher attendance records tend to exhibit better overall performance compared to those with lower attendance.
5. Ability to work together, with employees who have a high sense of self-respect for their work, employees try to achieve the best results in the job. Therefore, with a high sense of self-respect for their work, it is hoped that employees can improve their performance at work. The ability to work together which is a level of condition for employees can create a comfortable atmosphere at work, self-confidence, good communication between colleagues so that performance increases are created.

Locus of Control

The notion of locus of control, also referred to as the control center, was initially introduced by Rotter, a social learning theorist, in 1966. Locus of control stands as one of the personality variables, encompassing an individual's perception of their influence on their destiny. Individuals who hold the conviction that their actions and life events are within their control are described to possess an internal locus of control. Conversely, individuals who attribute control of life events to external factors or the environment are characterized as having an external locus of control [9].

On the contrary, accomplishments attributed to an internal locus of control are attributed to one's personal efforts [10]. On the other hand, when an individual possesses an external locus of control, they perceive their achievements as being influenced by external circumstances. Rotter's concept of internal and external locus of control centers on the approach taken to achieve objectives, irrespective of the source of those objectives. Individuals with an internal locus of control tend to view the world as predictable, with their personal actions playing a vital role. Conversely, those with an external locus of control perceive the world as unpredictable, including the attainment of goals, leading to a belief that individual actions hold little significance. The concept of locus of control is characterized by two distinctive dimensions within each individual: the internal and external locus of control. These dimensions encompass several indicators, each belonging to their respective dimension [11]:

1. Internal locus of control,
 - a. The belief that the events they experience are the result of their own behavior and actions;
 - b. Have good control over their own behavior;
 - c. Tend to be able to influence others;
 - d. Convinced that his efforts can be successful;
 - e. Actively seeking information and knowledge related to the situation at hand.
2. External locus of control,
 - a. Individual belief that other people's power, destiny, and opportunity are the main factors that influence what is experienced;
 - b. Having poor control over their own behavior;
 - c. Tend to be influenced by others;
 - d. Often not sure that his efforts will be successful;
 - e. Less actively seeking information and knowledge related to the situation at hand.

Job Satisfaction

Job satisfaction is a multifaceted emotional reaction to different components and facets of an individual's occupation, making it a composite concept. An individual might experience contentment in relation to one job aspect while simultaneously experiencing discontent in other areas. Job satisfaction is characterized by a worker's positive disposition toward their job, formed through an evaluation of their work environment. This evaluation might occur within the context of specific job elements, where the assessment serves as an acknowledgment of the attainment of significant values inherent to the work. Employees who experience satisfaction tend to favor their work conditions over disliking them [6].

Job satisfaction embodies a positive emotional inclination and an affectionate regard for one's job. This demeanor is apparent through elevated work motivation, adherence to rules, and effective work performance. Fostering employee job satisfaction is vital to enhance their morale, commitment (Nyoto et al., 2023), fondness, and adherence to work principles. Employees are individuals who contribute their physical and mental (Al-Somaidee et al., 2023) exertion to a company in exchange for remuneration for the services they render [12]. Job satisfaction can manifest within the work domain, beyond the work setting, or through a fusion of both realms. There exist five key indicators of job satisfaction, encompassing [13]:

1. The Work itself. Namely in this case where work provides interesting tasks, opportunities to learn and develop, and opportunities to accept responsibility;
2. Pay (Salary), namely the amount of wages received and the level at which this can be seen as something that is deemed appropriate and reasonable in the company;
3. Promotional Opportunities, namely opportunities to advance or opportunities to get a better position, status and expertise in the company;
4. Supervision (Supervision), namely the ability of supervisors to provide technical direction and behavioral support;
5. Co-Worker (co-worker) That is the level where co-workers are technically smart and are a reliable workforce and can provide social support.

Organizational Citizenship Behavior (OCB)

Organizational Citizenship Behavior (OCB) pertains to a deliberate behavioral choice that falls outside the confines of an employee's official work duties, yet contributes to the optimal operation of the organization [1]. OCB involves actions undertaken by employees that go beyond the scope of their formal job responsibilities, yielding positive outcomes by bolstering the organization's overall effectiveness [14].

Organizations can achieve heightened effectiveness when employees go beyond their designated formal responsibilities and contribute more to the overall functioning [15]. Employees within high-performance organizations tend to exhibit stronger Organizational Citizenship Behavior (OCB) than those in organizations with subpar performance. Consequently, employees with high OCB levels in a company are inclined to go beyond their job descriptions, driven by their intrinsic motivations, thus facilitating the company's effective operations and goal attainment. The dimensions that encompass OCB are as delineated below [16]:

1. Altruism, the behavior of helping colleagues who face difficulties that are closely related to the operational tasks of the organization without coercion.
2. Conscientiousness, the behavior shown exceeds the minimum requirements desired by the company, such as being present early, making maximum use of working time
3. Sportsmanship, positive behavior towards the organization, by tolerating or not complaining or demanding less than ideal conditions in the organization.
4. Courtesy, the behavior of maintaining good relations with fellow colleagues, preventing conflicts in order to avoid interpersonal problems
5. Civic Virtue, behavior that reflects taking responsibility and participating in the sustainability of the organization.

Hypothesis

Based on the research framework, the hypotheses set out in this study are:

- a. Locus of control has a significant effect on Organizational Citizenship Behavior (OCB).
- b. Job satisfaction has a significant effect on Organizational Citizenship Behavior (OCB).
- c. Locus of control has a significant effect on Employee Performance.
- d. Job satisfaction has a significant effect against Employee Performance.
- e. Organizational Citizenship Behavior (OCB) has a significant effect on Employee Performance.

- f. Locus of control has a significant effect on Employee Performance through Organizational Citizenship Behavior (OCB).
- g. Job satisfaction has a significant effect on Employee Performance through Organizational Citizenship Behavior (OCB).

RESEARCH METHODOLOGY

Drawing from the comprehensive literature review and bolstered by prior research assessments, it is indicated that both Locus of Control and Job Satisfaction do not exhibit a significant impact on Employee Performance through the intermediary of Organizational Citizenship Behavior (OCB) within the Panca Eka Pekanbaru Accounting department staff.

Broadly speaking, the research conducted on the Panca Eka Pekanbaru Accounting staff will examine and analyze the following:

1. the effect of locus of control (X1) on Organizational Citizenship Behavior / OCB (Z);
2. the effect of job satisfaction (X2) on Organizational Citizenship Behavior / OCB (Z);
3. the influence of locus of control (X1) on employee performance (Y);
4. the effect of job satisfaction (X2) on employee performance (Y);
5. the influence of Organizational Citizenship Behavior / OCB (Z) on employee performance (Y).

RESEARCH RESULT AND DISCUSSION

In this study, the research hypothesis was assessed through the application of Partial Least Square (PLS) analysis, utilizing the Smart PLS program. The examined framework indicates that Organizational Citizenship Behavior is impacted by both Locus of Control and Job Satisfaction. Similarly, Employee Performance is influenced by Locus of Control, Organizational Citizenship Behavior, and Job Satisfaction variables. This structural relationship is illustrated in the following equation:

$$OCB = 0.237 LC + 0.669 JS$$

$$EP = 0.299 LC + 0.593 JS + 0.070 OCB$$

Hypothesis Test

Direct Influence of Research Variables

To answer the research hypothesis the direct effect can be seen in the t-statistic in Table 1 the following:

Table 1. Hypothesis Testing Results (Direct Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)
Locus of Control (LC) -> Organizational Citizenship Behavior (OCB)	0.319	0.299	0.181	1.475
Job satisfaction (JS) -> Organizational Citizenship Behavior (OCB)	0.586	0.587	0.110	4.262
Locus of Control (LC) -> Employee Performance (EP)	0.369	0.408	0.243	2.065
Job satisfaction (JS) -> Employee Performance (EP)	0.520	0.525	0.067	4.566
Organizational Citizenship Behavior (OCB) -> Employee Performance (EP)	0.135	0.061	0.171	0.668

Source: Processed data, 2023

Based on the results of testing the hypothesis, the following results are obtained:

1. Locus of Control has no significant effect on Organizational Citizenship Behavior, because the T statistical value is 1.181 which means it is less than 1.96.
2. Job satisfaction has a significant effect on Organizational Citizenship Behavior, because the T statistical value is 4.262, which means it is greater than 1.96.

3. Locus of Control has a significant effect on Employee Performance, because the T statistical value is 2.065, which means it is greater than 1.96.
4. Job satisfaction has a significant effect on Employee Performance, because the T statistical value is 4.566, which means it is greater than 1.96.
5. Organizational Citizenship Behavior does not have a significant effect on Employee Performance, because the T statistical value is 0.668 which means it is smaller than 1.96.

Indirect Influence of Research Variables

To answer the research hypothesis the indirect effect can be seen in the t-statistic in Table 2 the following:

Table 2. Hypothesis Testing Results (Indirect Effect)

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)
Locus of Control (LC) -> Organizational Citizenship Behaviour (OCB) -> Employee Performance (EP)	0.109	0.057	0.112	0.527
Job Satisfaction (JS) -> Organizational Citizenship Behaviour (OCB) -> Employee Performance (EP)	0.040	-0.026	0.025	0.550

Source: Processed data, 2023

Based on the results of testing the hypothesis, the following results are obtained:

1. Locus of Control does not have a significant effect on Employee Performance through Organizational Citizenship Behavior, because the T statistical value is 0.527, which means it is smaller than 1.96. This shows that Organizational Citizenship Behavior is not able to mediate the effect of Locus of Control on Employee Performance.
2. Job Satisfaction does not have a significant effect on Employee Performance through Organizational Citizenship Behavior, because the T statistical value is 0.550 which means it is smaller than 1.96. This shows that the Organizational Citizenship Behavior is unable to mediate the effect of Job Satisfaction on Employee Performance.

CONCLUSION

Based on the outcomes derived from the analysis, the following conclusions can be drawn:

1. Locus of Control has no effect on Organizational Citizenship Behavior.
2. Job satisfaction has a effect on Organizational Citizenship Behavior.
3. Locus of Control has no effect on Employee Performance.
4. Job satisfaction has an effect on Employee Performance.
5. Organizational Citizenship Behavior has no effect on Employee Performance.
6. Locus of Control does not have an influence on Employee Performance through Organizational Citizenship Behavior.
7. Job Satisfaction does not have an effect on Employee Performance through Organizational Citizenship Behavior.

In this study, the managerial implications can be stated as follows:

1. The findings can serve as valuable input for deliberation and assessment concerning factors impacting employee performance (Employee Performance).
2. While only Job Satisfaction demonstrates a noteworthy influence on both Organizational Citizenship Behavior and Employee Performance, it's important to note that Locus of Control holds a positive association with Employee Performance. Locus of Control pertains to individual personnel's convictions regarding their capability to influence their work environment.
3. Enhancing Locus of Control can be facilitated through training initiatives and incentivizing activities to cultivate self-assurance among personnel. The Locus of Control factor holds significant sway in shaping both job satisfaction and personnel performance, whether through direct or indirect means.

4. Job Satisfaction contributes to an elevation in Employee Performance. It's crucial for management to prioritize personnel's Job Satisfaction, encompassing both tangible benefits and the provision of adequate support.
5. Organizational Citizenship Behavior exerts an influence on Employee Performance. This underscores the significance of fostering positive attitudes encapsulated within Organizational Citizenship Behavior among personnel. Developing these attitudes can yield positive outcomes for individuals, groups, and the organization as a whole.

In this study, certain limitations have been acknowledged. However, these limitations are expected to guide improvements for future research endeavors. The limitations identified in this study include:

1. The study's scope is confined to accounting personnel at Panca Eka Pekanbaru, which imposes limitations on its generalizability. This scope constraint might have contributed to the observed lack of effects in terms of locus of control and job satisfaction mediating through OCB on employee performance. The absence of OCB as a mediator between Locus of Control, Job Satisfaction, and Employee Performance underscores the study's limitations and highlights a potential research gap for future investigators.
2. Given the expansive nature of Panca Eka Pekanbaru as an organization, conducting a more comprehensive and in-depth study would be advisable.
3. Inconsistencies have been noted in respondents' answers to the questionnaire, as observed by the researchers. Respondents sometimes display a tendency to be less meticulous when responding to the statements, leading to varying levels of consistency in their questionnaire answers.

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