Self-Concept Dimension and Locus of Control Dimension on Employee Performance

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ABSTRACT

This research aims to analyze the influence of the self-concept dimension and the locus of control dimension on the performance of Maluku Province Regional Revenue Agency employees. This research uses a descriptive-quantitative approach with a correlational cause-effect type. The population used in this research was all 160 employees of the Maluku Province Bapenda. Determining the sample size uses Issac and Michael's sample table, where if the population is 160 people, then at the 95% confidence level, the sample is 110 people, which is determined using simple random sampling. Data analysis is multiple linear regression. The results of the research conclude that (1) Self-efficacy has a positive and significant effect on the performance of Maluku Province Bapenda employees, (2) Self-esteem has a positive and significant effect on the performance of Maluku Province Bapenda employees, (3) Self-leadership has a positive and significant effect on the performance of Provincial Bapenda employees Maluku, (4) Internal Locus of Control has a positive and significant effect on the performance of Maluku Province Bapenda employees and (5) External Locus of Control has a positive and significant effect on the performance of Maluku Province Bapenda employees**.**

INTRODUCTION

Public organizations need to conduct periodic performance assessments to improve the quality of public services. This assessment aims to evaluate the effectiveness and efficiency of the organization in achieving its goal, which is to provide the best service to the community. In contrast to private organizations that are profit-oriented, public organizations are established to serve the community, so that service quality is the main focus. Performance appraisal in public institutions is not only to see the results of past work but also to formulate the direction of the organization in the future. Therefore, every employee is required to have optimal performance.

The Maluku Provincial Regional Revenue Agency is a Regional Apparatus Organization that coordinates Regional Revenue Management and is responsible to the Governor through the Regional Secretary, as explained in Maluku Provincial Regional Regulation No.06 of 2016 concerning the Establishment and Composition of the Maluku Provincial Regional Apparatus. The Maluku Provincial BAPENDA has the task of implementing the Regional

Revenue levy and implementing the APBD. In carrying out the main tasks, the Regional Revenue Agency of Maluku Province has the function of Formulating Regional Revenue Programs in accordance with the Strategic Plan of the Regional Revenue Agency and RPJMD; Formulation technical policies in the field of Regional Revenue; implementing local Government Policies in the field of Regional Revenue; Conducting Technical Development and Supervision in the field of Regional Revenue; Regional Technical Implementation Unit Development; Fostering functional position groups; Implementation of administration; Collaborate with relevant stakeholders; The implementation of the Governor's policies given according to the duties of the.

Performance is the result of work that is measured and evaluated based on company standards, set targets, and applicable norms, which shows the contribution of individuals or groups in achieving organizational goals. In addition, performance reflects the effectiveness and efficiency of government agency leaders and employees in carrying out work plans to achieve organizational goals.

Performance is the achievement achieved by a person in carrying out the tasks and work given to him. An organization or agency certainly expects optimal performance from its employees. The ability and work skills possessed by employees are aspects of knowledge and skills that can make employees carry out work in accordance with what is expected by employees effectively and efficiently in relation to several internal factors.

Several studies have found a relationship between performance and *self-efficacy* (Kawet & Rimper, 2014), (Harnyoto et al., 2020), (Arfan et al., 2021). Similarly, the relationship between performance and *self-esteem* has been studied by (Rafiditya & Syarifuddin, 2020) and (Khaer & Nursyafitri, 2017). As well as a study on the relationship between performance and *self-leadership* by (Sawitri et al., 2018) and (Hammado, 2015). The difference in findings from previous studies opens up room for researchers to contribute.

Self-efficacy, or belief in one's own abilities, is one of the important factors in achieving optimal performance. Employee confidence in their abilities is essential to improve their performance. This is because employees who have high self-efficacy will be confident that they are able to complete the tasks given by their superiors well and on time. *Self-efficacy* is a self-assessment, whether you can do good or bad actions, right or wrong, can or cannot do as indicated (Aisyiyah et al., 2022), (Harnyoto et al., 2020), (Nurul Hikmah et al., 2021). (Andriyani, 2017), (Setyawan, 2017), (Noviawati, 2016). Similarly, individuals with high levels of self-esteem will have better performance compared to individuals with *low* levels of self-esteem (Khaer & Nursyafitri, 2017) and (Rafiditya & Syarifuddin, 2020).

Rachmawati et al. (2018) The influence of self-leadership on employee performance is very significant. The higher the level of self-leadership, the higher the level of work achievement of each individual. Similarly (Jusriadi et al., 2021), Sustiyatik, Ridwan, Pamungkas, & Kadir (2019), Dewi et al. (2021) concluded that better self-leadership can improve employee performance.

Leaders who have good self-leadership will be encouraged to maximize their potential and continue to develop in line with their life goals, aspirations, and

desire to achieve success. (Muljono, Azhad, & Herlambang, 2015), (Dessyarti, 2019).

Another internal factor that can affect a person's performance is personality. Many types of personality have been put forward by experts, one of which is *the locus of control* which is divided into two, namely *the internal locus of control and the external locus of control*. Abdurrahman, Purnomo, & Jati (2019) proved that the *internal locus of control* personality has a significant positive effect on improving employee performance.

An effective organization must be able to manage recurring events to achieve its goals. This can be achieved by implementing a good locus of control, which will motivate employees and improve their performance. Giving employees a sense of control can help them avoid distractions at work. Employees who feel able to control themselves and their environment will more easily overcome the consequences and achieve their goals, thereby increasing their job satisfaction. This suggests that the locus of control, which is an individual's belief in how much control they have over their lives, has a significant influence on employee performance (Gunawan, 2020), (Wahyuni et al., 2016), (Abdurrahman et al., 2019), (Arini & Ariyanto, 2018) and (Andini et al., 2019). Meanwhile, there are several previous studies according to (Darmawan, Bagis, & Anggraini, 2021) that there is a significant influence between Locus of control on employee performance. However, it is different from (Haryanto & Suyasa, 2014) and (Hendri & Kirana, 2021) who say that *the locus of control* does not have a significant effect on employee performance.

RESEARCH METHODS

The research approach used is quantitative, associative with survey methods and cross-section data types. The implementation of research at the Maluku Provincial Bapenda. This research was conducted for 2 (two) months, namely from June to August 2023. This research involved all 160 employees of the Maluku Provincial Bapenda, consisting of 100 ASN and 60 honorary personnel. The sample, which is part of a population with similar characteristics, was taken from as many as 110 people based on Issac and Michael's sample table. The confidence level in this sampling is 95% and the method used is simple random sampling. The data analysis technique in this study uses descriptive analysis and multiple linear regression analysis with the following equations:

$Y = b0 + b1X1 + b2X2 + b3X3 + b4X4 + b5X5 + e$

Dimana :

Y   = Employee Performance
X1   = Self-efficacy
X2   = Self-esteem
X3   = Self-leadership
X4   = Internal Locus of Control
X5   = Eksternal Locus of Control

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bo, b1,b2,b3,b4,b5 =   Regression coefficients

e   = Glitches of distractions (error term)

To explain the variables referred to in this study, the following operational definitions of variables are needed:

Table 1. Operational Definition of Variables and Indicators

No	Variable	Definition	Indicator
1.	Employee Performance	the work of Maluku Provincial Bapenda employees	(1) Target Achievement (2) Quality of work (3) Timing (4) Obedience to organizational principles (Mallafi & Silvianita, 2021)
2.	*Self-efficacy*	one of the ability to regulate in an individual	(1) self-confidence to be able to work hard (2) diligent and brave (3) a belief that they can endure in the face of obstacles (4) When facing difficulties, it takes faith to be able to survive (5) Confidence in being able to complete tasks (Harnyoto et al., 2020)
3.	*Self-esteem*	Individual assessment of himself expressed with positive and negative attitudes	(1) Feeling Safe (*Feeling of Security*) (2) Feelings of Self-Respect (*Feeling of Identity*) (3) Feeling Accepted (*Feeling of Belonging*) (4) Feeling Capable (*Feeling of Competence*) (5) Feeling Valued (*Feeling of Worth*) (Rafiditya & Syarifuddin, 2020)
4.	*Self-leadership*	An understanding of self-influencing that understands and influences oneself, thus encouraging individuals to work with natural motivation.	(1) Self-awareness (2) self-directed (3) self-management, (4) Self-achievement (Jusriadi et al., 2021)
5.	*Internal Locus of Control*	A person's success and failure are determined by each individual's abilities, skills, and efforts	(1) Love to work hard; (2) Have a high level of initiative; (3) Always strive to find a solution; (4) Always try to think as effectively as possible; (5) always have the perception that effort must be made if you want to succeed (Subhan, Saleh, & Sapiri, 2019)
6.	*External Locus of Control*	A viewpoint that believes that all outcomes, good or bad, are not determined by individual effort, but by external factors such as luck, chance, and destiny	(1) good luck (2) opportunity (3) destiny (Subhan et al., 2019)

RESULTS AND DISCUSSION

Research Results

This study uses multiple linear regression In this study, we investigated how certain personal characteristics, including self-belief in one's capabilities (self-efficacy), positive self-regard (self-esteem), the ability to manage oneself (self-leadership), and the degree to which individuals believe they control their outcomes (internal and external locus of control), influence employee performance. We analyzed data using SPSS 21.00 software, and the results are presented in the following table:

Table 2. Multiple Linear Regression Analysis Results

Variable	Koef.Reg	t.count	Prob.	r^2 Parsial
Self-efficacy (X_1)	0,250	2,102	0,003	0,263
Self Esteem (X_2)	0,518	3,724	0,000	0,213
Self Leadership (X_3)	0,399	2,017	0,006	0,115
Internal Locus of Control (X_4)	0,365	2,688	0,004	0,297
External Locus of Control (X_4)	0,743	2,061	0,002	0,418
Konstanta : 5,417	F. Ratio		: 40,264	
R square: 0,659	Prob.		: 0,000	
Multiple R: 0,812	n		: 110	

Based on Table 2, the multiple regression equation is as follows :

Y= a + b1 X1+ b2 X2 + b3 X3 + b4 X4 + b5 X5+ e

Y= 5,417+ 0,250 X1+ 0,518 X2 + 0,399 X3 + 0,365 X4 + 0,743 X5 + e

Persamaan tersebut di atas bermakna bahwa :

1) The b0 value of 5,417 indicates that the performance of employees is 5,417 units assuming that they are not affected by self-efficacy, self-esteem, self-leadership, internal locus of control, and external locus of control.

2) A b1 value of 0.250 indicates a positive relationship between self-efficacy and employee performance. This means that when an employee's self-efficacy increases by one unit, their performance will also increase by 0.250 units. It is important to note that the assumption in this analysis is that other variables that can affect employee performance (such as motivation, skills, and organizational support) remain constant.

3) The coefficient b2 has a positive value of 0.518, which indicates a positive relationship between self-esteem and employee performance. This means that if an employee's self-esteem increases by one unit, then their performance is predicted to increase by 0.518 units, assuming there is no change in other factors that affect performance.

4) The regression coefficient of b3 has a positive value of 0.399. This shows that there is a positive relationship between self-leadership and employee performance. If self-leadership increases by one unit, employee performance is predicted to increase by 0.399 units, assuming the other variables in this statistical model remain unchanged.

5) The b4 regression coefficient of 0.365 shows a positive relationship between self-leadership and employee performance. This means that every 1 unit increase in self-leadership is predicted to result in an increase of 0.365 units in

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employee performance, assuming other variables that affect employee performance remain constant.

6) The coefficient of b5 has a positive value of 0.743. This shows that every 1 unit increase in self-leadership is predicted to result in an increase of 0.743 units in employee performance, assuming there is no change in other variables.

Furthermore, tests are carried out to find out whether the hypothesis proposed, is accepted or rejected, as explained below:

First, Second, Third, Fourth, Fifth Hypothesis Testing

The first, second, third, and fourth hypotheses state that *self-efficacy* (X1), self-esteem (X2), self-leadership (X3), internal locus of control (X4), and external locus of control (X5) affect the bound variable, namely employee performance (Y) partially. The test was carried out by confirming the calculated t-value with the t-value of the table at free degrees (df=104).

1) The calculated t-value for the self-efficacy variable is that in this study, the calculated t-value for the self-efficacy variable (2.102) is greater than the t-value of the table (df = 104) which is 1.980. This shows that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. In conclusion, there is a partial influence between self-efficacy and employee performance.

2) The results of statistical tests show that self-esteem has a significant influence on employee performance. This is evidenced by the t-value of the calculation (3.724) which is greater than the t-value of the table (1.980) at 104 degrees of freedom. The rejection of the null hypothesis (Ho) and the acceptance of the alternative hypothesis (Ha) suggest that self-esteem has a partial effect on employee performance.

3) Statistical analysis showed that the calculated t-value (2.017) for the self-leadership variable was greater than the t-value of the table (1.980) with a degree of freedom of 104. This shows that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. In conclusion, self-leadership has a significant influence on employee performance, although the effect is not too big.

4) The calculated t-value for the internal control locus variable is 2.688 > the t-value of the table (df=104) is 1.980, so it is concluded that Ho is rejected, Ha is accepted, which means that the internal control locus has a partial effect on employee performance.

5) The calculated t-value for the external locus of the control variable is 2.061 > the t-value of the table (df=104) is 1.980, so it is concluded that Ho is rejected, Ha is accepted, which means that the external locus of control has a partial effect on employee performance.

Testing the Sixth Hypothesis

A theory proposes that five factors - self-efficacy, self-esteem, self-leadership, internal control, and external control (represented by X1 to X5) - all directly influence employee performance (Y). This theory was tested by comparing a calculated F-statistic with a reference F-statistic based on a sample size of 105 and 5 degrees of freedomThe analysis revealed a statistically

significant effect (F(5, 104) = 40.264) that far exceeds the critical F value from the table (4.40). This result led us to reject the null hypothesis (Ho) and accept the alternative hypothesis (Ha). In other words, self-efficacy (X1), self-esteem (X2), self-leadership (X3), internal locus of control (X4), and external locus of control (X5) all have a combined influence on employee performance (Y). The study found that a large portion, specifically 81.2% (or 0.812 in decimal form), of the factors affecting performance can be explained by five key variables: self-efficacy (X1), self-esteem (X2), self-leadership (X3), internal locus of control (X4), and external locus of control (X5). The remaining 18.8% is likely influenced by other factors not considered in this research.

Testing the Seventh Hypothesis

The table (Table 2) summarizes a multiple linear regression analysis. Among the independent variables (X1, X2, X3, X4, and X5) affecting the dependent variable (Y), "locus of control" stands out. It has the highest regression coefficient, t-value, and partial r-squared value. This indicates that the locus of control has the strongest influence (41.8%) on Y, likely due to its larger correlation coefficient compared to the other variables. It's important to remember that the regression coefficient reflects the impact of each independent variable on Y, assuming the values of all other independent variables remain constant.

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

Variabel *Efikasi* Diri (X1) shows a strong positive relationship between self-efficacy and employee performance. Increased employee self-efficacy is associated with significant improvements in their performance. The regression coefficient of 0.250 shows that every increase in one unit of employee self-efficacy will result in an average performance increase of 0.250 units. This shows that self-efficacy is an important factor that contributes to optimal employee performance. Other factors affecting employee performance are assumed to be constant in this study.

How much the influence of changes in self-confidence (self-efficacy) on changes in employee performance can be explained by the coefficient of partial determination. Data analysis shows that the value of the partial determination coefficient (r) for self-efficacy is 0.263. This means that self-efficacy is able to explain 26.3% of the variation in employee performance changes. It is assumed that other variables other than self-efficacy do not undergo changes. In other words, self-efficacy has a fairly strong relationship with employee performance. The higher the employee's self-confidence, the greater the likelihood of their performance improvement, with the note that other factors that affect performance are considered constant.

Our analysis focused on whether the self-efficacy variable (X1) has a statistically significant impact on employee performance. We conducted a price significance test, which compares a calculated value (t-value) to a reference value (t-table) at a chosen confidence level (5% in this case). The results showed a t-value of 2.102 for the self-efficacy variable. Since this value is greater than the absolute value of the t-table (1.980), we can partially conclude that self-efficacy has a significant effect on employee performance. In other words, the calculated t-

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value falls outside the range where we would assume no relationship exists (the null hypothesis, Ho). This suggests the regression coefficient for self-efficacy is not zero, meaning the variable has a statistically significant influence on the model.

The results of this study are in line with previous research conducted by (Harnyoto et al., 2020) an individual's belief in his or her abilities is a major factor that influences how they see themselves, how they think, how they motivate themselves, and how they act. This belief is based on their assessment of their abilities and competencies in completing tasks, achieving goals, and overcoming obstacles.

Kurangnya minat dan fokus pada pekerjaan dapat mengakibatkan kemunduran dalam performa dan pencapaian. On the other hand, if the person concerned believes that he can achieve his goals, then his self-motivation and performance level will tend to increase (Nurul Hikmah et al., 2021).

Improving employee performance can be done by building self-efficacy. Self-efficacy is important for employee performance development because individual self-confidence in their abilities will increase motivation and punctuality in completing tasks given by the boss. *Self-efficacy* is self-assessment, whether you can do good or bad actions, right or wrong, can or cannot do as indicated (Aisyiyah et al., 2022).

Improving employee performance can be done by fostering self-efficacy in them. Self-efficacy is important for the development of employee performance because it can increase their confidence in completing the tasks given by the boss. A person who has high *self-efficacy* will achieve better performance because the person has strong motivation and the ability to provide performance for activities or behaviors successfully (Andriyani, 2017), (Setyawan, 2017), (Noviawati, 2016).

The Effect of *Self-Esteem* on Employee Performance

Self-esteem (X2) has a positive influence on employee performance. This is evidenced by the regression coefficient value of 0.518. This means that every increase in one unit of self-esteem will increase employee performance by 0.518 units, assuming the other variables remain unchanged.

Statistical analysis shows that self-esteem has a moderate influence on employee performance. This is evidenced by the value of the partial determination coefficient (r) of 0.213. That is, changes in self-esteem can account for 21.3% of changes in employee performance, assuming that other factors affecting employee performance remain constant. In conclusion, self-esteem is one of the important factors that affect employee performance, although the influence is not too big.

At a confidence level of 5%, the t-table value indicating the significance limit is ± 1,980. Since the t-count value (3.724) is greater than the t-table value (1.980), it can be concluded that partially, the self-esteem variable has a significant influence on employee performance. This is evidenced by the t-count value that is in the area of Ho's rejection. Ho (null hypothesis) states that the regression coefficient of the self-esteem variable is equal to 0. The rejection of Ho means that the regression coefficient of the self-esteem variable is not equal to 0, suggesting that this variable has a significant influence.

The results of this study are in line with previous research conducted by (Rafiditya &. Syarifuddin, 2020) that *Self-esteem* has a significant influence on Performance. Similarly (Khaer &; Nursyafitri, 2017) which concludes that self-assessment, called self-esteem, reflects an individual's beliefs about his abilities and values. Individuals with high self-esteem generally have positive beliefs about themselves, which according to his research is associated with better performance compared to individuals with low self-esteem.

The Influence of *Self-Leadership* on Employee Performance

Self-leadership (X3) has a positive influence on performance**.** This shows that the higher the level of self-leadership a person has, the better his performance. A regression coefficient of 0.399 indicates that every increase of one unit in the self-leadership variable (with other variables constant) will increase performance by 0.399 units.

Statistical analysis shows that self-leadership has a moderate influence on employee performance. It is illustrated with a partial determination coefficient (r) value of 0.115. That is, 11.5% of the variation in employee performance can be explained by changes in self-leadership, assuming that other factors affecting employee performance do not change. This shows that improving self-leadership can significantly improve employee performance.

We examined how strongly self-leadership (X3) influences employee performance using regression analysis. The results showed that self-leadership has a statistically significant effect at a 5% confidence level. This is because the calculated t-value (2.017) is greater than the critical t-value from the t-distribution table ($\pm$ 1.980). Furthermore, the negative t-value indicates that the relationship between self-leadership and performance is negative. In simpler terms, higher self-leadership scores are associated with lower employee performance.

The results of this study are in line with previous research conducted by Sustiyatik, Ridwan, Pamungkas, &; Kadir (2019) that managers who follow situational management *self-leadership*, lead to demonstrably higher levels of output, employee contentment, and achievement. Focusing on self-leadership within organizations is crucial, as it empowers individuals to excel in their roles and achieve organizational goals. According to Rachmawati et al. (2018) stated that *self-leadership* has a great influence on performance and that the higher *the self-leadership*, the higher the employee performance.

The success of an organization is not only determined by external factors but is also influenced by the individual's ability to lead himself. This ability, known as self-leadership, includes self-understanding, self-management, and self-motivation to complete tasks effectively. (Jusriadi et al., 2021). Similarly, Dewi et al. (2021) concluded that the better self-leadership, the better it can improve employee performance.

The influence of self-leadership and work attachment is someone who has great self-leadership and a quality mindset, improves employees' ability to handle work constraints and reduce error rates, so they can achieve a state of "flow" and complete tasks optimally (Putra, R.A., & Trinanda, 2021).

Self-leadership has been proven to improve employee performance. Leaders who have good self-leadership will realize their potential and continue to

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strive to achieve it, in line with their life choices, hopes, and desires to achieve success. (Muljono et al., 2015), (Dessyarti, 2019).

The Influence *of Internal Locus of Control* on Employee Performance

Research shows that an individual's belief in their own ability to control outcomes (internal locus of control) has a positive relationship with performance. This means that the higher the individual's confidence in his or her abilities, the better his or her performance. A regression coefficient of 0.365 indicates that every increase of one unit in the internal locus of control is predicted to increase performance by 0.365 units, assuming the other variables remain unchanged.

How much influence the independent variable (X) has on the dependent variable (Y) can be measured by the partial determination coefficient. In this study, it was found that the partial determination coefficient (r) for the internal locus of control variable was 0.297. This figure shows that 29.7% of variations in employee performance can be explained by changes in the internal locus of control, assuming that other variables do not change. This shows that the internal locus of control has a fairly strong relationship with employee performance.

The influence of the internal locus of the control variable (X4) on the bound variable was analyzed using a regression coefficient test. This test aims to determine whether the X4 variable has a significant relationship with the bound variable. The price significance test is carried out to obtain test results. The test results showed that the t-value for the internal locus of the control variable was 2.688. This value is greater than the t-value of the table at the 5% confidence level of $\pm$ 1,980. This study proves that employees with internal locus of control have better work performance. This is evidenced by statistical values that show a significant partial relationship between the internal locus of control and employee performance. This means that employees who believe they are in control of their work outcomes tend to be more motivated, persistent, and results-oriented, thus having superior work performance compared to employees who have an external locus of control. In addition, the t-value $_{is\ calculated}$ > the t-value $_{table}$. The test results showed that the t-value of the free variable calculation was outside the limit that was considered insignificant (H0 rejection area). This indicates that the regression coefficient of the internal locus of control variable is not equal to zero. In other words, the coefficient of this variable is statistically significant.

The results of this study are in line with previous research conducted by (Wahyuni et al., 2016) Individuals with a belief in internal control have a stronger drive to achieve goals, driven by a competitive nature and a determination to always excel, they work tirelessly and strive to go beyond the limits in order to achieve higher achievement.

Internal locus of control is the assumption that everything that happens in a person's life is under the control of the person himself. Employees who have a high *internal locus of control* tend to be confident in their ability to work. A person who has a high level *of internal locus of control* has a high level of performance as well (Abdurrahman et al., 2019).

External Influence *of Locus of Control* **on Employee Performance**

      The external locus of control (X4) as a variable turns out to be positive, Individuals with a high external locus of control tend to be more motivated to work hard and achieve their goals because they believe that their efforts will be rewarded with positive results. The regression coefficient of 0.743 indicates a positive relationship between the external control locus and performance. That is, the higher a person's locus of external control (that is, the more they believe that external factors such as luck or fate determine their outcome), the higher their performance will be. An increase of one unit of external control locus is predicted to result in an increase of 0.743 units of performance, assuming the other variables remain constant.

      How much the change of the independent variable (X) affects the dependent variable (Y) can be explained by the partial determination coefficient. From the results of the data analysis, it is known that the partial coefficient (r) for the external locus of control variable is 0.418. This value shows that the external locus of control can explain 41.8% of the variation in employee performance changes, assuming that other variables do not change. This means that the external locus of control has a fairly strong relationship with employee performance, where individuals with a high external locus of control tend to have better performance compared to individuals with a low external locus of control, ceteris paribus.

      Testing the regression coefficients of variables, the *external variables locus of control* (X4) are significant or insignificant, the price significance test is carried out. The results of the test were obtained for the *external locus of control* variable of 2.061; Meanwhile, the amount of ttable at the confidence level of 5% is ± 1,980. Statistical analysis shows that the external locus of the control variable has a significant partial influence on employee performance. This is evidenced by the calculated t value which is greater than the t value of the table. The position of the calculated t-value in the rejection region of the null hypothesis (H0) shows that the regression coefficient of the external locus of the control variable is not equal to zero. In other words, the coefficient of this variable has a significant value and shows the relationship between the external locus of control and employee performance.

      The results of this study are in line with previous research conducted by (Andini et al., 2019) that *external Locus Of Control* is related to improved performance and external Locus Of Control should have a higher level than internal Locus Of Control in an audit environment.

      The locus of control can influence the audit performance of internal auditors as well as external auditors. They will be confident in their ability to complete all their work which creates a sense of job satisfaction, in addition to being able to improve their performance if the auditor has an *internal locus of control* (Arini & Ariyanto, 2018).

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The Influence Between *Self Efficacy, Self Esteem, Self Leadership, Internal Locus of Control* and *External Locus of Control* Together on Employee Performance

Self-efficacy (X1), self-esteem (X2), self-leadership (X3), internal locus of control (X4), and external locus of control (X5) together affect employee performance (Y). This effect was tested by comparing the calculated F value with the table F value at degrees of freedom (df) (5)(104). Based on the table above, the calculated F value (40.264) is greater than the table's F value at degrees of freedom (df) 5 and 104 (4.40). This shows that the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted. In conclusion, the variables of self-efficacy (X1), self-esteem (X2), self-leadership (X3), internal control locus (X4), and external control locus (X5) simultaneously had a significant influence on the bound variable, namely employee performance (Y). These three variables have an influence of 81.2% (0.812) on employee performance, while the remaining 18.8% are influenced by other factors outside this research model.

Employee performance is significantly affected by a combination of psychological factors, such as self-efficacy, self-esteem, self-leadership, internal control locus, and external control locus. Self-efficacy, which is an individual's belief in his or her ability to achieve goals, plays an important role in increasing employee motivation and effort to achieve more optimal performance. High *self-esteem* also plays an important role in providing a sense of confidence that encourages employees to overcome challenges and tasks effectively.

In addition, *self-leadership*, which involves the ability of individuals to manage themselves and motivate themselves, can increase the responsibility and initiative of employees at work. *The internal locus of control*, which indicates the belief that the individual has control over events in his or her life, can lead to a proactive attitude and self-adjustment to changes in the work environment. On the other hand, *external locus of control* can affect employee performance by giving them confidence that factors beyond their control also affect success or failure, which can motivate or hinder their performance. Together, these factors create an environment that supports optimal growth, motivation, and performance for employees.

CONCLUSION

Self-efficacy and self-esteem have a positive and significant effect on the performance of Maluku Provincial Bapenda employees, Self-leadership and Internal Locus of Control, External Locus of Control, have a positive and significant effect on the performance of Maluku Provincial Bapenda employees.

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