

Unpacking How Locus of Control and Work Motivation Enhance Employee Performance Through Organizational Commitment Mechanism

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Abstract:

This study aims to provide empirical evidence that locus of control, work motivation, and work motivation affect employee performance mediated by organizational commitment. The subjects of this study were employees at PT Indra Karya Engineering Division 1 Malang, Malang City, East Java, Indonesia as many as 58 employees. The samples were all taken by census method because the population was below 100. The data used is in the form of primary data from the results of questionnaires distributed to respondents, while data analysis uses path analysis. The results showed that locus of control and work motivation affect organizational commitment. It was also revealed that locus of control and motivation also affect employee performance. Furthermore, research also found that organizational commitment affects employee performance and at the same time, organizational commitment can mediate the influence of locus of control and work motivation on employee performance. This study concludes that independent variables in the form of locus of control and work motivation can be used to predict employee performance through organizational commitment.

Keywords: *Locus of Control, Work Motivation, Organizational Commitment, Employee Performance.*

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I. Introduction

The construction sector industry in Indonesia is currently experiencing significant progress. Construction performance is increasing supported by government programs in the form of infrastructure development throughout the archipelago. One of the supporting factors in the development of the construction industry is the ability of human resources. HR personnel in this case employees are important assets for the company because they have talent, expertise, and creativity that are needed by the company to achieve its goals (Rahardja & Simanjuntak, 2017). Companies or organizations of any form require human resources that not only have the quality and quantity of work but also require employees or humans who have significant work behavior with organizational goals (Marwan et al., 2018). Reflecting on this, it is considered necessary for companies to pay attention to the management or management of their human resources.

One way to find out if the management or management of human resources in a company has achieved the targets set can be seen through the performance achieved by each employee. As stated (Busro, 2020), performance is a successful job shown by employees with their efforts to fulfill duties and obligations. Performance can be described as the level of achievement of a company's activities in realizing the vision, mission, and goals of the company.

For companies in addition to focusing so that employees can work following company expectations, it is considered necessary to pay attention to aspects of behavior or attitudes in employees. The attitude or behavior of an employee in doing his job is seen as having a relationship with the locus of control. The locus of control is very closely related to how a person works with their self-image, when someone can control themselves well, and knows their strengths and weaknesses, then the person will have a better, well-planned, and systematic way of working (Pulungan & Rivai, 2021). So leaders or managers need to know the degree of employee locus of control in the organization, which is used to identify whether the employee is included in the internal or external locus of control before making certain decisions in managing human resources in the workplace (Opatha, 2015).

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control in the organization, which is used to identify whether the employee is included in the internal or external locus of control before making certain decisions in managing human resources in the workplace.

This study presents variables of organizational commitment as mediating locus of control and motivation for employee performance. In an organization described by (Griffin & Moorhead, 2014), organizational commitment is an attitude that reflects the extent to which an individual recognizes and is attached to his organization. Through this understanding, it can be interpreted that employees who have high organizational commitment will be serious about working and have a loyal attitude towards the company where the employee is sheltered.

II. Literature Review

(Mangkunegara, 2017) defines performance as the result of a person's work in quality and quantity that can be achieved in carrying out tasks under the responsibilities given to him. Performance does not include individual characteristics or traits. Performance is simply the workability of an employee shown through the process or way of working and the results achieved (Da Silva et al., 2019). Performance is an illustration of the level of achievement of the implementation of an activity in realizing the goals, objectives, vision, and mission of the organization as stated in the planning strategy of an organization (Ary & Sriathi, 2019). Employee performance can be measured using several indicators, including:

Organizational commitment by (Kreitner & Kinicki, 2014) is defined as the degree to which a person recognizes an organization and is bound to its goals. Organizational commitment is a state of the extent to which an employee identifies his organization as well as the goals contained in it and his desire to maintain membership in the organization (Robbins & Judge, 2017). Employees who commit to the company, generally have a good relationship with the company they are sheltering. The employee also intimately understands the company's goals.

The concept of locus of control was first put forward by Rotter in 1966 who is a social learning theorist (Marwan et al., 2018). Rotter explained that the concept of locus of control is the perception of individuals or members of the organization of their ability to control the environment. The locus of control is the degree to which a person relates events in his life to external conditions, other people, other people's positions (internal), or both. (Rahmawati et al., 2023).

Motivation is defined as a process that explains a person's strength, direction, and perseverance to achieve goals (Robbins & Judge, 2017). Motivation will be important because with motivation it is expected that every employee will work hard and be eager to achieve high performance (Narung et al., 2020). Usually, the behavior of each individual is influenced by the desire to achieve something. The power of encouragement and enthusiasm from within a person is something that needs attention because it can be energy for someone to carry out an activity, without which responsibility cannot be carried out properly which will later have an impact on minimal output (Mahardhika et al., 2021).

III. Research Framework and Hypothesis Development

The contextual crust developed by the researcher in Figure 1 refers to the study (Brahmin et al., 2021; Mulyani et al., 2019; Sunyoto & Sulistiyo, 2019) which states that the locus of control affects organizational commitment. Work motivation affects organizational commitment shown in research (Al-Madi et al., 2017; Artha et al., 2023).

Research (Ekanayaka, 2021; Saprudin et al., 2019; Septiatin et al., 2022; Soleh et al., 2020) stated that the locus of control affects employee performance, as well as (Artha et al., 2023; Miao et al., 2019; Septiatin et al., 2022) stated that there is a significant influence of work motivation on employee performance. The effect of organizational commitment on employee performance is also based on research (Loan, 2020; Suharto et al., 2019; Widiari et al., 2021).

This study aims to analyze how exogenous variables, namely locus of control and work motivation affect endogenous variables, namely employee performance through mediating variables of organizational commitment used in this study.

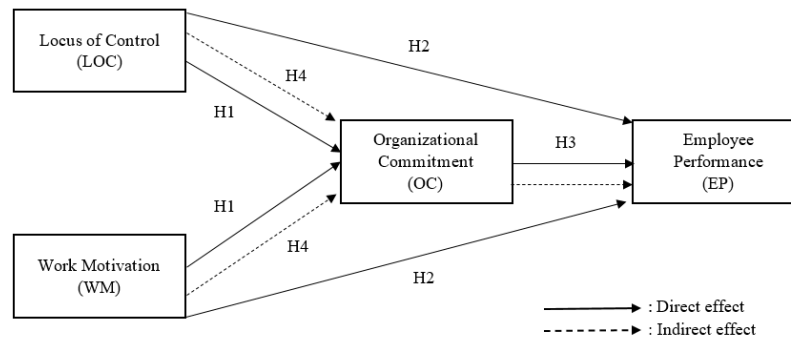


Figure 1. Research Conceptual Framework

The following is the formulation of the hypothesis developed in this study:

H1: Locus of control and work motivation positively impact organizational commitment

H2: Locus of control and work motivation positively impact employee performance

H3: Organizational commitment positively impacts employee performance

H4: Locus of control and work motivation positively impact employee performance through organizational commitment.

IV. Research Methods

This study uses a quantitative approach that emphasizes testing theory to build facts, showing relationships and influences and comparisons between variables, and providing statistical descriptions of interpreting and forecasting the results (Siregar, 2017). The type of research method used is explanatory research, which provides explanations and tests hypotheses between one variable and another. The location of this research was conducted at PT Indra Karya Engineering Division 1 Malang, Malang City, East Java, Indonesia. The variables in this study consist of employee performance measured by five indicators, namely work quality, work quantity, responsibility, cooperation, and initiative. Organizational commitment is measured by three indicators, namely affective commitment, continuous commitment, and normative commitment. Locus of control is measured using two indicators: internal locus of control and external locus of control. Work motivation is measured by physiology, security, social needs, rewards, and self-actualization. The population of this study is all employees of PT Indra Karya Engineering Division 1 Malang. The sampling technique uses the census method, where all employees are sampled totaling 58 employees. The data collection technique uses questionnaires that are distributed directly to employees to fill out. The data analysis technique used is path analysis.

V. Research Results

The following demographic data characteristics of respondents in this study consist of, gender, age, education level, and length of service are presented in Table 1:

**Table 1
Demographic Respondents**

Characteristic	Category	Frequency	Percentage
Gender	Man	40	68.97%
	Woman	18	31.03%
Age	20-30 years	20	34.48%
	31-40 years	17	29.31%
	>40 years	21	36.21%
Level of Education	Senior High School	9	15.52%
	Diploma	4	6.90%
	Bachelor	39	67.24%
	Master Degree	6	10.34%
Period of Service	< 5 years	17	29.31%
	5-10 years	16	27.59%
	> 10 years	25	43.10%

Source: Primary Data Processed by Researchers, 2023

Table 1 demonstrates that the majority of the 58 responders were men, most age range in age range > 36 years, the education level is mostly Bachelor, and the longest working period is swimming for more than 10 years.

Data processing analysis is processed using SPSS (Statistical Package for Social Science) ver. 26. This research comprises of fifteen (15) indicators and four (4) parameters. Researchers have tested research

instruments in the form of validity and reliability tests which then carried out descriptive analysis on each research indicator. The test results show that the instrument is declared valid and reliable. Test results are presented in Table 2.

Table 2
Research variables' statistical test findings

Research Variables	Instrument Research Code	R validity	Significance	Chronbach Alpha
Locus of Control (LOC)	LOC1	0.688	0.000	0.890
	LOC2	0.706	0.000	
	LOC3	0.722	0.000	
	LOC4	0.751	0.000	
	LOC5	0.729	0.000	
	LOC6	0.720	0.000	
	LOC7	0.669	0.000	
	LOC8	0.699	0.000	
	LOC9	0.749	0.000	
	LOC10	0.747	0.000	
Work Motivation (WM)	WM1	0.693	0.000	0.899
	WM2	0.689	0.000	
	WM3	0.644	0.000	
	WM4	0.787	0.000	
	WM5	0.748	0.000	
	WM6	0.702	0.000	
	WM7	0.647	0.000	
	WM8	0.743	0.000	
	WM9	0.658	0.000	
	WM10	0.760	0.000	
	WM11	0.679	0.000	
	WM12	0.608	0.000	
Organizational Commitment (OC)	OC1	0.820	0.000	0.941
	OC2	0.771	0.000	
	OC3	0.837	0.000	
	OC4	0.860	0.000	
	OC5	0.853	0.000	
	OC6	0.853	0.000	
	OC7	0.836	0.000	
	OC8	0.819	0.000	
	OC9	0.781	0.000	
Employee Performance (EP)	EP1	0.749	0.000	0.925
	EP2	0.798	0.000	
	EP3	0.716	0.000	
	EP4	0.727	0.000	
	EP5	0.850	0.000	
	EP6	0.608	0.000	
	EP7	0.855	0.000	
	EP8	0.719	0.000	
	EP9	0.842	0.000	
	EP10	0.855	0.000	

Sumber: Data processing with SPSS ver. 26, 2023

The findings of the statistical analysis using SPSS processing version 26 are displayed in Table 2. Research instrument pieces number forty-one (41) and there are fifteen (15) indicators in addition to four research variables. According to the likelihood that each instrument would not have an error rate more than 5% in situations where it is intended to assess variables, the validity and reliability of 41 instrument items were tested. An alpha score of greater than 0.70 (>0.70) in the reliability test of the research instrument indicated a high degree of dependability.

It took three regressions to construct a structural equation model. According to the regression model equation, the following is the outcome:

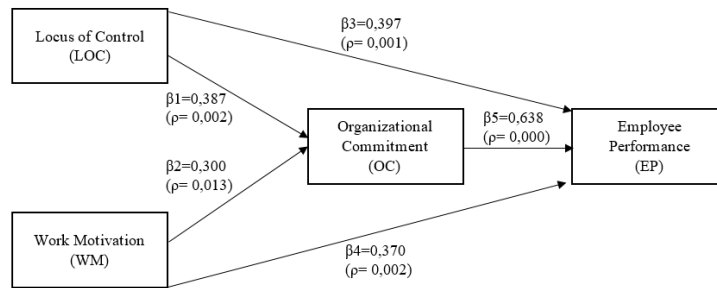
First double linear regression model: $Y1 = 0.387X1 + 0,300 X2 + e1$

Second double linear regression model: $Y2 = 0.397X1 + 0.370X2 + e2$

Simple linear regression model: $Y2 = 0.638Y1 + e3$

Note: Y2 = Employee Performance; Y1 = organizational commitment; X1 = Locus of Control; X2 = Work Motivation.

Figure 2. Results of structural equation models



Source: SPSS results data ver. 26 processed by researchers, 2023

The data from the hypothesis test are presented in Figure 2, which compares the probability value (p) of each standardized coefficient in the regression equation model to an error rate of 0.05 (α). If the chance value is less than 0.05 (< 0.05), it might be considered influential. Organizational commitment is highly impacted by the locus of control effect, as indicated by the likelihood value of 0.002 smaller than 0.05. Work motivation has a considerable impact on organizational commitment, as evidenced by the p-value of 0.013, which is less than 0.05, regarding the relationship between work motivation and organizational commitment. The locus of control has a considerable impact on employee performance, as evidenced by the p-value of 0.001, which is less than 0.05, concerning this relationship. Work motivation significantly affects employee performance, as evidenced by the p-value of 0.002 less than 0.05 for the relationship between work motivation and performance. With a p-value of 0.000 less than 0.05, the relationship between organizational commitment and employee performance is significant, showing that employee performance is impacted by organizational commitment.

Conduct a path analysis to ascertain the direct, indirect, and total influences in the constructed structural equation model after testing the hypothesis. Table 3 displays the route analysis's findings.

Table 3: Results of the Path Analysis

Variable		Dependent	p	Direct influence	Indirect influence	Total influence	Result
Independent	Medias						
Locus of Control	Organizational commitment		0.002	0.387			H1-Proven
Work Motivation	Organizational commitment		0.013	0.300			
Locus of Control		Employee Performance	0.001	0.397			H2-Proven
Work Motivation		Employee Performance	0.002	0.370			
Organizational commitment		Employee Performance	0.000	0.638			H3-Proven
Locus of Control	Organizational commitment	Employee Performance			$0.387 \times 0.638 = 0.246$	0.643	H4-Proven
Work Motivation	Organizational commitment	Employee Performance			$0.300 \times 0.638 = 0.191$	0.561	

Source: SPSS results data ver. 26 processed by researchers, 2023

VI. Discussion

The conditions at PT Indra Karya Engineering Division I Malang may be used to illustrate this. The locus of control is a psychological concept that explains how an individual reacts to his surroundings and exerts control over them in order to accomplish his objectives. High commitment and a propensity to stand by one's judgments are traits associated with individuals with a wide locus of control. Motivation has an impact on the degree of commitment inside a business as well. The likelihood of a person being highly committed and working toward the objectives of the company is higher when they are driven by strong, positive motivation. A person with a strong locus of control is also likely to be very committed and to stand by their judgments. An organization's degree of commitment can also be influenced by motivation. A person driven by a strong sense of positive motivation is more likely to be highly committed and work hard to meet organizational objectives. Research by (Brahmin et al., 2021; Gustian et al., 2020; Marwan et al., 2018) demonstrates that the locus of control has a positive and substantial influence on organizational commitment, which is consistent with our study. According to research (Ariffudin et al., 2021; Suputra & Sriathi, 2018; Al-Madi et al., 2017), motivation has a favorable and noteworthy impact on organizational commitment.

Employee performance has been shown to be influenced by locus of control and job motivation. Workers that possess an internal locus of control are inclined to devise strategies for accomplishing their

objectives, resolve issues in real time, and exert more effort to get desired outcomes. Workers who have an external locus of control are more prone to quit up when faced with challenges or to hunt for reasons why they shouldn't perform well. Because they feel their needs have been addressed, highly driven people are more likely to get the intended results. Because they work hard to live up to others' expectations or provide their best effort, highly motivated people are also more likely to get the outcomes they want. People with high motivation are also more likely to attain their goals since they work hard to live up to others' expectations and give their all. The study's findings corroborate previous research (Ary & Sriathi, 2019; Ekanayaka, 2021; Khushk, 2019) as well as earlier research (Battu & Susanto, 2022) that found a relationship between employee performance and the locus of control. Studies (Murti & Utami, 2021; Sandhu et al., 2017; Setyowati et al., 2020) demonstrate that employee performance is positively and significantly impacted by motivation.

It has been demonstrated that an organization's dedication may enhance worker performance. Employees that are very committed to the company are more likely to execute at a high level and accomplish company objectives. A high degree of dedication can also contribute to an increase in the organization's respect, trust, and employee loyalty. Workers with a strong commitment attitude are more likely to be enthusiastic and committed to their work, and they also tend to concentrate more on the organization's long-term goals. Employees that are very committed are likewise likely to be highly responsible for their work. Research by (Chrisdianto & Respati, 2019; Khushk, 2019; Loan, 2020; Mahu et al., 2021; Muizah et al., 2021; Suharto et al., 2019) that demonstrates that Organizational Commitment has a positive and substantial influence on Employee Performance is consistent with this study.

The impact of motivation and locus of control on employee performance has been demonstrated to be mediated by organizational commitment. An internal locus of control, characterized by self-assurance and restraint, may be fostered in employees by a strong corporate commitment. This allows them to achieve their goals effectively. In addition, strong organizational commitment can also motivate employees to try harder to achieve organizational goals. When employees feel committed to their organization, they will be more enthusiastic to fulfill their responsibilities and work harder to achieve organizational goals by showing good performance.

VII. Conclusions And Recommendations

Locus of control and motivation affect the organization's commitment to PT. Indra Karya Engineering Division I Malang. The higher the ability to control the environment owned by employees and the more fulfilled the needs of employees, the higher the commitment of employees to continue to survive and be loyal to the company to be able to grow and develop with PT. Indra Karya Engineering Division I Malang. Employee motivation and locus of control have an impact on performance; the more an employee's needs are met, including physiological, security, social, appreciative, and self-actualization needs, the more capable they are of controlling both internal and external factors and the more capable they are of completing work in both quantity and quality due to their sense of accountability for the tasks assigned by the leader. An employee's capacity to accomplish work swiftly and accurately while adhering to standards established as a form of accountability in completing duties is influenced by their organizational commitment. The more invested they are in the firm, the more committed they are to staying and growing with it. Employees will try to improve their abilities by improving work results and improving cooperation between other employees. Furthermore, through organizational commitment, employees who have a good locus of control and high motivation will try to achieve organizational goals as well as possible through good employee performance.

Recommendations for PT. Indra Karya Engineering Division I Malang is expected to improve his skills and knowledge about his work so that the internal locus of control is getting better and improving relations between employees so that the external locus of control can be together motivated to be able to maintain commitment to the organization and achieve maximum performance. The next researcher can also use this research as a reference to explore the factors that influence the variables of *locus of control*, motivation, and organizational commitment with qualitative research methods to dig deeper through in-depth interview methods.

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