



Individual Performance Level Through Self Esteem, Self Efficacy And Locus Of Control In Islamic Perspective

Rifky Widodo ^{1*}, Ersi Sisdianto ², Okta Supriyaningsih ³

^{1*,2,3} Fakultas Ekonomi dan Bisnis Islam, Universitas Islam Negeri Raden Intan Lampung, Lampung, Indonesia

Email: ¹⁾ rifkywidodo01@gmail.com

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ABSTRACT

This research aims to analyze the influence of self-esteem, individual efficacy, and locus of control on employee performance at the Regional Development Planning Agency (Bapperida) from an Islamic perspective. It seeks to understand how positive psychological factors contribute to enhancing employee productivity and how Islamic principles can be applied to improve these factors, ultimately impacting work quality. Employing a quantitative approach with a descriptive design, the study focuses on Bapperida employees. Data is collected through a questionnaire assessing the effects of self-esteem, efficacy, locus of control, and performance. The data will be analyzed using regression analysis to test the relationships between variables, along with Smart PLS (Partial Least Squares) to evaluate the structural relationship model and understand the long-term effects of these psychological factors on performance. However, the findings may be influenced by respondents' subjective perceptions, as individual experiences and interpretations of Islamic teachings can affect responses. The study is limited to Bapperida, which may restrict the generalizability of the results to other organizations. Ultimately, the findings indicate that while self-esteem does not positively influence individual performance, both self-efficacy and locus of control have significant positive effects on employee performance.

INTRODUCTION

Employee performance is a crucial indicator for determining how efficiently and effectively an individual carries out tasks and completes them with enthusiasm. Performance measurement can be conducted through various methods, one of which is by utilizing attendance data. A consistent and appropriate work schedule can significantly support an individual's professionalism and commitment to their job (De lange.A, H & Taris T 2021) . Conversely, frequent absenteeism may indicate underlying issues related to motivation, health, or other

individual factors that affect a person's work performance (Sharma, A & Sharma 2022) . For instance, in any organization or business, absenteeism is one of the key aspects used to assess employee performance. The table below provides an example of how monthly attendance data can be utilized to illustrate the absenteeism levels of employees in relation to their discipline levels:

Table 1Percentage of Employee Absenteeism

Month	Number of employees	Absenteeism Percentage
September	59	12%
October	59	10%
November	59	15%
December	59	8%

Source: Bapperida Monthly Attendance Data

Based on the table above, the absenteeism rate in November is 15% of the total 59 employees, which is higher than the percentages in other months. This significant absenteeism may indicate underlying issues related to motivation or individual circumstances within the organization. Therefore, it is essential to understand the psychological factors that influence individual work performance, such as self-worth, self-efficacy, and locus of control, which can affect an individual's ability to focus and work efficiently.

The phenomenon observed at the Bapperida Office in Bandar Lampung reflects individual performance levels, which can be influenced by psychological aspects such as self-esteem, self-efficacy, and locus of control. From an Islamic perspective, work performed with diligence is seen as a manifestation of the importance of trust and responsibility. Understanding these factors can help organizations address absenteeism and enhance overall employee performance.

إِنَّ اللَّهَ لَا يُغَيِّرُ مَا بِقَوْمٍ حَتَّى يُغَيِّرُوا مَا بِأَنْفُسِهِمْ

Meaning: "Allah does not want to take away a person's happiness until he takes his own happiness." " (QS. Ar-Ra'd: 11)

This passage emphasizes the strong connection with self-esteem, where understanding and belief in oneself lead to personal transformation. Islam teaches that humans possess inherent abilities and dignity that must be recognized and nurtured, aligning with the development of positive self-esteem. The concept of self-efficacy, or self-belief, also refers to the ability to act on one's own behalf. It is stated that individuals should have confidence that every endeavor will succeed, especially when pursued earnestly (Alkadri 2024).

Several aspects that influence individual performance include self-esteem, levels of efficacy, and their position of authority within an organization. According to (Ghufron and Risnawitaq 2017) as reported in Christin Mega Langi's research, self-esteem is defined as the process by which individuals evaluate themselves based on their interactions with others. Self-esteem refers to the outcomes of these evaluations and the actions of others towards oneself, reflecting the extent to which an individual possesses self-confidence and the ability to achieve success and well-being (Siregar and Pasaribu 2022) In the research conducted by Anisa and Suandi, self-efficacy is defined as the belief that an individual can perform tasks at a certain level. An individual with a certain level of self-efficacy is likely to exhibit high productivity, as self-efficacy is understood as a person's awareness of their ability to achieve the productivity levels set by the influences of their peers in their lives. According to Robbins, self-efficacy plays a crucial role in determining how individuals approach challenges and tasks, influencing their motivation, effort, and persistence in the face of difficulties. This belief in one's capabilities can significantly impact overall performance and success in various endeavors (Ardyani, Danial, and Jhoansyah 2022), Locus of control refers to the belief that an individual has control over their own life. Additionally, a student's locus of control can significantly impact their ability to transfer

what they have learned. This theory suggests that a person's actions stem from various abilities that may be available to them.

This research begins by validating the existence of several other relevant studies to enhance the context of this investigation. Fitra Agustina conducted research on individual performance within a specific industry. According to Anwar Prabu Mangkunegara, individual performance is influenced by various factors, including personal attributes, motivation, and the environment in which one operates. Understanding these dynamics is essential for improving performance and achieving desired outcomes in any organizational setting (Fitria Agustina and Mochammad Isa Anshori 2024) Individual performance is the result of work carried out in terms of quality and quantity as determined by the employee while performing their tasks in accordance with the guidelines provided to them. The performance of an organization can also be assessed based on the performance of its employees. The effectiveness and evaluation of employees in carrying out their duties are highly dependent on the skills demonstrated in their respective professions. Subsequently, research conducted by [insert researcher's name] explores these dynamics further (Destari 2023) This indicates that when employee productivity within an organization declines, the self-efficacy of each employee in that organization also diminishes. Subsequently, research conducted by [insert researcher's name] further investigates this relationship (Kalambayi et al. 2021) This demonstrates that high self-esteem is positively correlated with improved performance in the workplace. Finally, the research conducted by (Nasution and Hardika 2021) This shows that a high level of self-efficacy is closely related to increased productivity and improved work performance. In conclusion, the research conducted by (Mubarak and Hidayah 2024) This indicates that individuals with an internal locus of control tend to have better work habits because they pay more attention to the results they achieve and are more proactive in identifying the factors that limit their ability to reach their goals.

For Expectancy Theory, Victor Vroom (Dahrani and Sohiron 2024) It is reported that individuals are motivated to support an endeavor when they believe that their efforts will lead to the desired level of performance and outcomes. This is supported by the idea that every effort will yield the expected results. This theory emphasizes the importance of individuals' perceptions of the relationship between their efforts, their actual work, and their outcomes as motivational factors in various contexts, including the workplace and when pursuing personal goals. This theory is highly relevant to locus of control and self-efficacy.

In Islam, individuals are taught to exert as much effort as possible with a sincere intention, believing that their efforts will yield good results in accordance with Allah's will. The concept of *ikhtiar* (effort), based on *tawakal* (trust in Allah), reinforces the internal locus of control. Individuals who maintain a positive mindset regarding the success of their efforts are encouraged by the belief that Allah will provide them with the best according to their needs. This generates a strong motivation to enhance productivity (Eko 2024)

Expectancy Theory posits that motivation is influenced by the belief that effort will lead to performance, which in turn will result in desired rewards. In the context of Islamic principles, this aligns with the idea of *ikhtiar* (effort) and *tawakal* (trust in Allah), where individuals are encouraged to work diligently, believing that their efforts will yield results in accordance with divine will, thus enhancing motivation and productivity (Al-Amin, Z., & Shihab 2023) There are many studies that examine the relationship between self-esteem, self-efficacy, and locus of control with individual work habits; however, most also discuss spiritual dimensions. In fact, in Islam, work performed with good intentions is not only related to productivity but also serves as an act of worship that elevates efforts to a level of spiritual achievement (Nordin, N. 2022), The focus has been on the relationship between self-efficacy and individual work in Western psychology, but not all of these studies consider the spiritual dimensions from an Islamic perspective. Although there are many studies discussing the psychological factors that influence an individual's work style, there are universally some theoretical misunderstandings about how self-esteem, self-efficacy, and locus of control relate in the context of work interpreted as Islamic

worship. According to Islam, every business conducted with integrity can contribute to broader spiritual development (Muhammad 2022). Therefore, further research is needed to integrate spiritual dimensions into an individual's work environment, starting with Islamic principles that emphasize the importance of faith and sincere fear of Allah.

Another significant theme in the existing literature is the exploration of the relationship between locus of control, self-efficacy, and self-esteem concerning individual work, particularly within an Islamic perspective. Most studies in this field focus on psychological or organizational aspects without examining how spiritual dimensions and Islamic principles can influence an individual's ability to perform their work.

To understand how self-efficacy and self-esteem can affect individual productivity in the workplace, theories of self-efficacy and self-esteem provide more detailed insights. This research addresses this issue by integrating self-efficacy and self-esteem theories with Islamic economic principles to offer a more comprehensive description of individual work as a form of worship and spiritual dedication to Allah, as discussed by (Harahap, and Adwiyah 2023)

The findings of this research support Expectancy Theory by incorporating an Islamic perspective that connects self-esteem, self-efficacy, and locus of control with individual work. This article offers new insights into motivation within the moral, religious, and cultural context of Islam. The Islamic adaptation of theory can be demonstrated in the concepts of *ikhtiar* (effort) and *tawakkal* (trust in Allah), where individuals are motivated by the best efforts dedicated to Allah. This creates a balance between the efforts made and the rewards provided by the organization (Khan, F. R., & Ali 2021). Furthermore, Islamic hope is spiritual in nature, meaning it is based on the belief that Allah will provide the best outcomes for the efforts made. This perspective encourages individuals to face various challenges with optimism and purpose. In Islam, the concept of self-esteem, or self-worth, is grounded in the understanding that although humans are created with dignity, they are always expected to possess a good heart. This encourages individuals to work as efficiently as possible without compromising their moral values (Ali, A. J., & Al-Owaihnan n.d.). Islamic self-esteem also has a positive impact on work, as it can enhance individual productivity and self-confidence in performing tasks. The concept of self-efficacy as a principle of effort and *tawakkal* (trust in Allah) is also significant. The belief in one's abilities, combined with reliance on Allah, will increase an individual's motivation to consistently improve their resilience in facing various challenges (Bandura 2018). Individuals with high self-efficacy are more self-assured, sociable, and motivated to achieve their goals, even when they face various setbacks. Understanding locus of control in Islam involves balancing responsibility and faith in *qada* and *qadar* (divine decree). Islam teaches that while individuals strive in their efforts, the outcomes of these efforts ultimately rest in the hands of Allah. This perspective fosters a strong locus of control that helps individuals remain motivated throughout their lives (Rotter 2016). Self-esteem, self-efficacy, and locus of control contribute to individuals being self-assured, sociable, and resilient in their daily lives. Integrating these three concepts not only enhances individual personality but also provides significant contributions to the development of human resource management based on Islamic principles. With this approach, Islamic management can establish an efficient model that emphasizes faith and responsibility, leading to a balance between human efforts and devotion to Allah (Judge, T. A., & Bono 2020)

LITERATURE REVIEW

This research utilizes Expectancy Theory as a foundational framework to understand the factors influencing individual work performance. Initially developed by Victor Vroom in 1964, Expectancy Theory focuses on the relationship between individuals and their efforts, their expectations regarding the outcomes of those efforts, and the value they place on the anticipated results. The three main components of this theory are expectancy, instrumentalism, and valence. According to Vroom, individuals are more motivated to exert effort when they

believe that their efforts will lead to positive outcomes, which will result in the rewards they desire.

In the context of Islam, this research offers new and relevant insights, not only for Islamic organizations but also for other organizations seeking to understand how spiritual beliefs influence individual motivation and productivity. Islam emphasizes the importance of making efforts as efficiently as possible (*ikhtiar*) and entrusting the results to Allah (*tawakal*). These principles can support Expectancy Theory, as individuals' hopes for the outcomes of their efforts extend beyond mere worldly gains to encompass their spiritual well-being as well (Firdaus and Ahmad 2023). In other words, this Expectancy Theory not only explains how individuals can work hard and achieve their goals but also illustrates the interaction between effort and spirituality to attain the best possible outcomes. For instance, in Islamic organizations, individuals who work with sincere intentions and put forth their best efforts may achieve maximum productivity not only by avoiding material problems but also by seeking Allah's blessings. This demonstrates how expectancy in Expectancy Theory can be linked to spirituality, which further enhances individuals' motivation to strive for excellence.

Instrumentality, in this context, affects not only worldly rewards but also the blessings and rewards that exist in both this life and the hereafter. As for the value or valence that individuals receive, its scope is broader; valence encompasses not only material aspects but also yields deeper results from a religious and spiritual perspective.

An individual's performance in work, whether in an organization or daily life, is significantly influenced by internal psychological factors such as self-esteem, self-efficacy, and locus of control. These factors are closely related to Expectancy Theory, as individuals' hopes for the outcomes of their efforts are based on how they manage themselves and analyze what they perceive as events occurring in their lives.

Self-esteem reflects the extent to which an individual feels valuable and has confidence in their abilities. Individuals with strong self-esteem are more likely to achieve good and optimal performance. Conversely, those with low self-esteem may tend to believe they cannot accomplish anything. Therefore, self-esteem can be seen as a form of self-belief; in other words, a person with high self-esteem will be capable of performing tasks and achieving optimal results, while someone with low self-esteem is likely to lack confidence in their abilities to complete their tasks or jobs (Rahmasari 2021). High self-esteem has a positive correlation with an individual's work performance. People with high self-esteem tend to be more trustworthy when making decisions and carrying out tasks, which ultimately enhances their productivity. This aligns with the principles of Expectancy Theory, which suggests that individuals with high self-esteem believe their efforts will yield better results because they have confidence in their own abilities.

In the context of Islam, self-efficacy, or an individual's belief in their ability to succeed in a specific task, is another factor that influences performance. Self-efficacy refers to an individual's confidence in their capacity to perform the necessary tasks or actions to achieve certain outcomes. Employees with high self-efficacy can enhance their individual performance because they perceive themselves as capable and are more likely to put in the effort related to their tasks, persisting even in the face of setbacks. This behavior can lead to improved performance outcomes. Conversely, individuals with low self-efficacy are more likely to give up on their efforts and fail to complete their tasks (Nasution and Hardika 2021). Ini terpaut dengan gagasan ekspektasi dalam Teori Harapan, di mana orang yang yakin pada keahlian mereka sendiri buat melaksanakan tugas hendak lebih termotivasi buat mengawali bisnis sebab mereka yakin kalau bisnis tersebut hendak membagikan hasil yang sejalan dengan kepercayaan mereka. Dari perspektif Islam, konsep efikasi diri ini bisa jadi terpaut dengan *ikhtiar*, yang ialah jumlah minimum bisnis yang wajib dikejar tiap orang. Dalam perihal ini, efikasi diri tingkatkan harapan, di mana orang yang bisa dipercaya hendak lebih optimis tentang keberhasilan bisnis mereka, yang pada gilirannya tingkatkan motivasi serta produktivitas mereka.

Locus of control sebagai tingkat dimana individu yakin bahwa mereka adalah penentu nasib mereka sendiri Orang dengan Locus of Control internal cenderung menyukai pekerjaan keras, selalu berusaha mencari solusi masalah, memiliki inisiatif tinggi, berpikir efisien, dan percaya bahwa usaha adalah kunci keberhasilan. Sebaliknya, orang dengan Locus of Control eksternal cenderung kurang suka berusaha karena percaya bahwa faktor eksternal yang mengontrol hidup mereka, mudah menyerah, merasa usaha tidak ada hubungannya dengan hasil, kurang mencari informasi, mudah dipengaruhi, dan bergantung pada orang lain.(Tran et al. 2020) The concept of internal locus of control in Islam is based on the principle of tawakal, which involves optimizing efforts while entrusting the results to Allah.

METHODS

Data Analysis Technique

The data analysis method used in this research is multiple regression, which involves one dependent variable and three or more independent variables. This study employs PLS version 3.2. The hypotheses are tested using multiple regression analysis, which aims to estimate the effects of several independent variables on the dependent variable. This can be illustrated with t and F statistical values. In this research, the dependent variable is the level of individual performance, while the independent variables are self-esteem, self-efficacy, and locus of control. The regression analysis for testing is as follow:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_nX_n + e$$

Y	: Individual Performance
α	: Constanta
X1	: Self-Esteem
X2	: Self-efficacy
X3	: Locus Of Control
$\beta_1, \beta_2, \beta_3$: Koefisien regresi
e	: Error Model

RESULTS

Table 2 Tabulation Of Respondent Characteristics By Gender

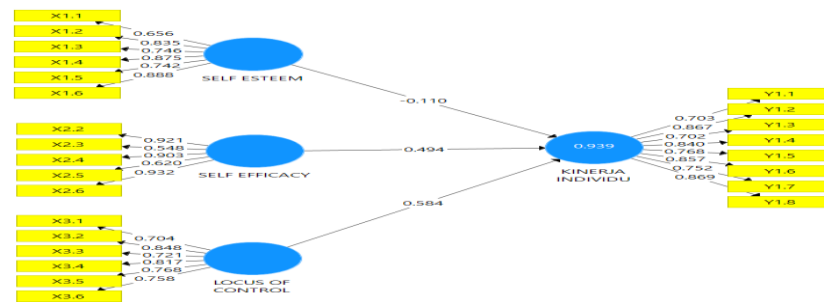
No	Gender	Frequency	Percentage
1	Laki – laki	21	41,18%
2	Perempuan	30	58,82%
3	Total	51	100%

Source: Data processed 2024

Based on demographic data, the majority of respondents are in the terms of gender, respondents are dominated by women as much as 58.82%, while men are 41.18%.

Outer Model (Measurement Model)

Convergent validity is part of the measurement model in SEM-PLS (called outer model) or covariance-based SEM (called confirmatory factor analysis/CFA). For reflective constructs, convergent validity is assessed based on two criteria: the loading must be above 0.7 and the p value is significant (<0.05). However, loadings between 0.40-0.70 can be considered if they can increase the average variance extracted (AVE) and composite reliability above their respective limits of 0.50 for AVE and 0.70 for composite reliability. Indicators with loadings below 0.40 should be removed, while indicators with small loadings can still be retained if they contribute to the content validity of the construct. Figure 1.1 presents the loading values for each indicator.

Figure 1 Validity Testing Based On Outer Loading

Source: SmartPLS 4.0 Year 2024

Based on the outer loading validity test in Figure 1, it is known that all outer loading values are > 0.7 , which means that they have met the validity requirements based on the outer loading value.

Table 3 Validity Test Results

Symbol	Variable	Indicator	R Count	Sig	Status
X1	Self Esteem	X1.1	0,656	0,70	Invalid
		X1.2	0,835	0,70	Valid
		X1.3	0,746	0,70	Valid
		X1.4	0,875	0,70	Valid
		X1.5	0,742	0,70	Valid
		X1.6	0,888	0,70	Valid
X2	Self efficacy	X2.2	0,921	0,70	Valid
		X2.3	0,548	0,70	Invalid
		X2.4	0,903	0,70	Valid
		X2.5	0,620	0,70	Invalid
		X2.6	0,932	0,70	Valid
X3	Locus of control	X3.1	0,704	0,70	Valid
		X3.2	0,848	0,70	Valid
		X3.3	0,721	0,70	Valid
		X3.4	0,817	0,70	Valid
		X3.5	0,768	0,70	Valid
		X3.6	0,758	0,70	Valid
Y	Individual Performance	Y1.1	0,703	0,70	Valid
		Y1.2	0,867	0,70	Valid
		Y1.3	0,702	0,70	Valid
		Y1.4	0,840	0,70	Valid
		Y1.5	0,768	0,70	Valid
		Y1.6	0,857	0,70	Valid
		Y1.7	0,752	0,70	Valid
		Y1.8	0,869	0,70	Valid

Source: SmartPLS 4.0 Year 2024

The processing results using SmartPLS can be seen in Table 3, where the outer model value or the correlation between the construct and the Variable indicator is used to assess convergent validity. Indicators with a loading factor value below 0.70 are considered invalid, which indicates that the indicator has a weak contribution in measuring the variable. Conversely,

indicators with a loading factor value above 0.70 are given valid status and indicate that the indicator has a strong contribution to measuring the construct variable.

Discriminant Reability

Discriminant validity ensures that each latent variable is different from other variables. The model is said to have good discriminant validity if the loading factor of the indicator on the latent variable is greater than the loading on other variables. Furthermore, reliability and validity can be seen from Composite Reliability (CR) and Average Variance Extracted (AVE). The construct is declared reliable if the CR value is > 0.70 and $AVE > 0.50$. This value indicates the internal consistency of the indicator and the ability of the latent variable to explain the indicator. The complete results are presented in Table 4.

Table 4 Results Of The Research Instrument Reliability Test

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Status
Self Esteem	0,920	0,931	0,933	0,636	Reliabel
Self efficacy	0,863	0,871	0,897	0,594	Reliabel
Locus of control	0,849	0,885	0,896	0,644	Reliabel
Individual Performance	0,886	0,907	0,910	0,631	Reliabel

Source: SmartPLS 4.0 Year 2024

Based on Table 1.4, it can be concluded that all constructs meet the reliability criteria. This is indicated by the Composite Reliability (ρ_c) value which is above 0.70 and the Average Variance Extracted (AVE) value above 0.50, in accordance with the recommended criteria. Thus, all constructs, namely X1 (Self Esteem), X2 (*Self efficacy*), X3 (*Locus of control*), and Y (*Individual Performance*), are given reliable status.

Structural Model Testing (Inner model)

Testing the inner model or structural model aims to analyse the relationship between constructs, significance values, and R-square values in the research model. Evaluation of the structural model is done by looking at the R-square on the dependent construct, t-test, and the significance of the structural path coefficient.

Tabel 5 Nilai R-Square

Variable	R Square Adjusted
Individual Performance	0,935

Source: SmartPLS 4.0 Year 2024

Based on the table above, the adjusted R-squared value for the individual employee performance variable is 0.935. This result indicates that 93.5 percent of the variance in individual employee performance can be explained by the variables of self-efficacy, locus of control, and self-esteem.

T test (Partially)

The significance of the estimated parameters provides important information regarding the relationship between variables in the study. The basis for hypothesis testing uses the value contained in the output result for inner weight. Table 6 presents the estimation results for

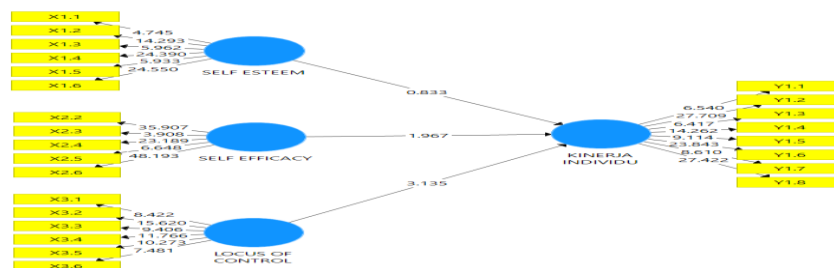
structural model testing, which shows the extent to which the independent variables affect the dependent variable in this study.

Table 6 Path Coefficient Test & Significance Of Influence

Hipotesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
<i>Locus of control => Kinerja Individu</i>	0,584	0,609	0,178	3,135	0,001
<i>Self efficacy => Kinerja Individu</i>	0,494	0,492	0,239	1,967	0,039
<i>Self Esteem=> Kinerja Individu</i>	-0,110	-0,132	0,132	0,833	0,403

Source: SmartPLS 4.0 Year 2024

Figure 2 Path Coefficient & T-Statistic



Source: SmartPLS 4.0 Year 2024

Based on Table 1.6 in this study, data regarding the influence of independent variables (self-esteem, self-efficacy, and locus of control) on the dependent variable (individual performance) among employees of the Bapperida Office in Bandar Lampung is as follows. Self-esteem has an influence of -0.110, indicating that, overall, it does not have a significant effect on the variance in performance. With a p-value of 0.403, this influence is not statistically significant (since $p > 0.05$). This suggests that self-esteem does not directly affect the work habits of employees at the Bapperida Office in Bandar Lampung.

On the other hand, self-efficacy has a value of 0.494, indicating a significant effect on individual work performance. This illustrates that as employees' self-efficacy increases, their work productivity also improves. The p-value of 0.039 indicates that the increase in productivity relative to performance variance is statistically significant ($p < 0.05$), and the t-statistic value of 2.066 shows a strong correlation between individual productivity and self-efficacy. With a p-value of 0.001 and an influence of 0.584, locus of control is statistically significant (since $p < 0.05$). This indicates that locus of control positively affects the work habits of individuals at the Bapperida Office in Bandar Lampung.

DISCUSSION

The Effect OF Self Esteem ON Individual Performance Levels

Based on the statistical analysis, self-esteem does not have a positive or significant effect on employee performance. According to the research findings, although self-esteem can enhance an individual's self-worth, this does not necessarily lead to an increase in employee productivity. The insignificant effect of self-esteem can be further explained through Expectancy Theory, which states that an individual's motivation to work harder is influenced by their concerns about the outcomes they will receive and the level of imbalance they desire.

In this context, even if a person has high self-esteem, they may still experience a strong sense of self-worth. Expectancy Theory explains that motivation and work habits are more influenced by their self-esteem and the belief that their efforts will yield results that meet their expectations (expectancy), that these results will be valued (instrumentality), and that they align

with their personal values (valence). If the costs are high, but the individual believes that their efforts will not be successful or that there is no imbalance that meets their expectations, this may discourage them from performing better.

Additionally, other factors such as the work environment, workplace atmosphere, or organizational reward systems can also influence an individual's self-worth related to their job. According to this research, if employees believe that there is no clear connection between their efforts and the rewards offered, then even if they have a high self-worth, their productivity may not increase because their expectations regarding their job outcomes do not align with the level of success they desire. In summary, while self-esteem plays an important role in the development of an individual's self-confidence, the impact of these factors on an individual's performance in this study is not significant. This indicates that external factors, such as imbalance or recognition of effort, have a greater effect on an individual's performance than self-esteem.

Previous research has shown a significant relationship between individual performance and self-esteem. For example, [insert author or study reference here] found that higher self-esteem is associated with improved job performance, highlighting the importance of fostering self-worth in the workplace (Widyawati and Karwini 2018). Individuals with low self-esteem often experience depression and unhappiness, have high levels of anxiety, exhibit greater aggressive impulses, are easily angered and resentful, and frequently suffer from dissatisfaction with their daily lives. As a result, it is crucial to address and improve self-esteem in order to enhance overall well-being and mental health (Langi et al. 2022). Employees with good self-esteem tend to perform well, while those with low self-esteem are likely to exhibit poor performance. Therefore, companies need to focus on enhancing employee self-esteem and ensuring a comfortable, safe, and adequate work environment so that employees can work effectively. Self-esteem can be built by providing encouragement and motivation for employees to successfully achieve their goals, which in turn can improve performance. Additionally, management should foster good relationships among coworkers as well as between employees and their supervisors.

However, different research findings are presented in the context of relevant zones. For example, [insert specific study or author here] found that while self-esteem is important, other factors such as organizational culture, leadership style, and job satisfaction also play significant roles in determining employee performance. This suggests that a holistic approach, which includes not only enhancing self-esteem but also addressing other workplace dynamics, is essential for improving overall employee performance (Khoirunnissak, Niza, and Melati 2025). It has been reported that while high self-esteem does not directly contribute to increased motivation or work commitment, employees with a positive self-view may not necessarily be able to adapt or innovate in their jobs. This indicates that other factors beyond self-esteem play a more significant role in influencing employee performance. Therefore, it is important for organizations to develop programs that can enhance employee self-esteem, such as personal development training and recognition of work achievements.

Although self-esteem theory provides valuable insights into the relationship between individual performance and self-perception, the etiological and cultural contexts encountered may help explain why self-esteem does not significantly affect individual performance in this study. Other factors, such as technical skills or the surrounding work environment, may have a greater impact on performance in that particular setting. Further research is needed to explore the ethical, cultural, and other factors that may have a more significant effect on individuals' work lives.

The Effect OF Self EFFICACY ON Individual Performance Levels

Based on the analysis results, self-efficacy has a positive and significant effect on the work habits of each employee. This is evidenced by partial research findings that show self-efficacy plays a significant role in enhancing employee productivity. This positive effect can be further

explained and supported by Expectancy Theory, which emphasizes the importance of motivation in influencing individual performance and outcomes.

According to Expectancy Theory developed by Victor Vroom, individuals are more motivated to engage in their work if they believe that the organization they work for will provide good results, which in turn will yield the desired outcomes. In this context, self-efficacy, based on an individual's ability to succeed in specific tasks, plays a crucial role in overcoming challenges. An individual with a high level of self-efficacy consistently has greater confidence that their efforts will yield positive and satisfactory results, which enhances their motivation to work harder and achieve their goals. For example, effective self-management increases their ability to tackle difficult tasks, which in turn boosts their willingness to engage in more substantial business efforts. This aligns with the principles of Expectancy Theory, which states that more optimistic thinking encourages individuals to pursue more ambitious endeavors, ultimately resulting in positive impacts on their work life. Furthermore, positive self-efficacy related to work is also associated with instrumentality, which is the belief that their performance outcomes will be determined by their efforts and the value or benefits they expect from those efforts. Individuals will be more motivated to achieve their goals if they believe that their work will produce high-quality results and provide a significant sense of fulfillment.

Several previous studies have shown a significant relationship between individual productivity and self-efficacy. According to research by [insert author or study reference here], higher levels of self-efficacy are associated with increased productivity, highlighting the importance of fostering self-efficacy in the workplace to enhance overall employee performance (Suriani and Sitohang 2023) which states that self-efficacy has a positive effect on employee performance. This research shows that when self-efficacy increases, employee performance also improves. The greater the self-efficacy an individual possesses, the higher their performance will be. Self-efficacy is crucial because the belief in one's ability to succeed will undoubtedly motivate an individual in their work.

This aligns with the research by Andi Yunarti in [insert title of the study or publication here], which found that individuals with high levels of self-efficacy tend to be more proactive, better able to overcome challenges, and more motivated to achieve their goals. The study emphasizes that self-efficacy not only directly influences individual performance but also contributes to increased job satisfaction and commitment to the organization. Therefore, developing self-efficacy among employees becomes an important strategy for companies to enhance overall productivity and performance (Pangestu and Ardiana 2024) which demonstrates that self-efficacy is very important for enhancing individual productivity and performance at work. In summary, this research explains that individuals with high self-efficacy consistently exhibit better performance in the workplace. This is supported by self-efficacy theory. However, further research is needed to understand other factors that may moderate the effects of self-efficacy on performance, such as social relationships and organizational culture.

The Effect OF Locus OF Control ON Individual Performance Levels

Based on the analysis results, the construct of locus of control has a positive and significant effect on the performance of each employee at the Bapperida Office in Bandar Lampung. This finding is supported by partial testing, which shows that locus of control plays a significant role in enhancing individual performance. This can be further explained and supported by Expectancy Theory, which emphasizes the need for high and optimal work motivation, significantly influenced by the presence of a strong internal locus of control among employees. Locus of control refers to an individual's understanding of the degree of control they have over their attitudes and the outcomes they achieve in life. An individual with an internal locus of control believes that they can influence the results of their efforts, while someone with an external locus of control believes that their outcomes are determined by external factors such as fate. According to Expectancy Theory, individuals with an internal locus of control have a

greater perspective, meaning they believe that their efforts will yield the desired results. This belief enhances employees' motivation to work more actively and diligently in their tasks.

In Expectancy Theory, the relationship between an individual's locus of control and work style is quite strong and relates to the concepts of expectancy, instrumentality, and valence. Individuals with an internal locus of control have a strong belief that their efforts will produce results that align with their expectations (High Expectancy), and they also believe that these results will be valued and provide significant instrumentality. Thus, an internal locus of control motivates them to work more actively because they are confident that their efforts will yield accurate results that align with their values (valence). Conversely, an individual with an external locus of control may lack a clear understanding of their business outcomes, which can discourage them from pursuing more ambitious efforts. This can lead to a reduction in their perspective, which also affects their motivation and work ethic.

Therefore, this research demonstrates that locus of control has a significant impact on individual work performance. Individuals with an internal locus of control are more motivated to work harder because they believe that their efforts will yield the desired results, based on the fundamental concepts of Expectancy Theory. This highlights the importance for organizations to strengthen their employees' internal locus of control to enhance motivation and productivity.

Several previous studies have shown a significant relationship between locus of control and employee performance. For example, research by [insert author or study reference here] found that employees with a strong internal locus of control tend to perform better and exhibit higher levels of job satisfaction (Anam, Pradana, and Wahyudi 2022) shows that a more internal locus of control has a positive and significant effect on employee performance. Not only that, research by (Malau, Muttaqin, and Aryanti 2024) Employees with internal locus of control believe that they have control over the outcome of their work through their own efforts, skills, and decisions. This usually increases intrinsic motivation, personal responsibility, and proactivity in dealing with tasks. Lastly, research (Battu and Susanto 2022) It has been reported that locus of control is related to employee performance due to the efforts and skills possessed by each employee, such as belief in their own abilities, fate, the influence of others, and the surrounding environment, which can trigger an increase in an employee's performance.

This indicates that in some organizations, other factors, such as work habits and the immediate environment of supervisors, may have a greater impact than locus of control. As a result, while locus of control theory provides valuable insights into understanding the relationship between locus of control and employee performance, the context and organizational culture present in the workplace may explain why locus of control does not significantly affect employee performance in this study. Further research is needed to examine the potential influence of organizational culture and ethics on employee performance.

The Effect OF Self ESTEEM, Self EFFICACY AND Locus OF CONTROL ON Individual Performance IN Islamic Perspective

Based on the research results examining the relationship between self-esteem, self-efficacy, and locus of control on individual performance, Islam offers a more comprehensive perspective in understanding the factors that influence performance. As a teaching that emphasizes the alignment between effort, no matter how small (ikhtiar), and surrendering the results to Allah (tawakal), Islam can elucidate contemporary psychological theories, such as Expectancy Theory, with profound spiritual teachings.

In Islam, self-esteem is not only related to how an individual manages their self-worth but also connected to how they perceive themselves as a manifestation of Allah. Islam teaches that every person has a significant level of faith in Allah, which can enhance their self-confidence. However, in the context of performance, Islam instructs that to achieve optimal results, one cannot solely rely on their self-worth; rather, they must work hard and not only aim for worldly gains. The value of tawakal, or surrendering results to Allah, is a principle that cannot be

overlooked. Therefore, even if an individual has high self-esteem, if there are no clear signs or feelings that their efforts are valued, this can negatively impact their work outcomes. Considering this, Expectancy Theory can be further developed by emphasizing that while an individual's self-esteem is important in enhancing their self-worth, other factors, such as market value and the presence of realistic expectations, may more accurately determine an individual's level of productivity.

As described elsewhere, self-efficacy refers to an individual's ability to achieve their goals or complete their tasks, which is highly relevant from an Islamic perspective. Islamic teachings emphasize the importance of desire and belief in one's abilities, which are granted by Allah. Such strong self-motivation can drive individuals to work hard because they believe that their efforts will be beneficial both in this world and in the hereafter. According to Expectancy Theory, individuals with high levels of self-efficacy are more motivated to pursue more ambitious endeavors because they believe their efforts will yield positive results that align with their expectations. However, in Islam, self-efficacy is also equated with spirituality, which states that every outcome achieved in the end is a manifestation of Allah's will. Thus, from an Islamic perspective, self-efficacy not only leads to worldly outcomes but also to the realization of Allah's will and pleasure as a more significant result.

Locus of control refers to an individual's understanding of the degree of control they have over their outcomes, which can also be understood from an Islamic perspective. Individuals with an internal locus of control in Islam believe that they have power over their outcomes, but they also believe that the final results are a reflection of Allah's will. Islam teaches two very important principles: *ikhtiar* (effort) and *tawakal* (trust in Allah). In this context, individuals with an internal locus of control are more motivated to engage in hard work because they believe their efforts will yield results that align with their expectations. According to Expectancy Theory, this relates to the aspect of expectancy, where an individual with an internal locus of control consistently has a higher level of confidence that their efforts will produce the desired results. Conversely, an individual with an external locus of control may believe that external factors, such as fate, affect their outcomes, which can diminish their motivation to pursue more ambitious efforts.

In addition to promoting Islamic teachings, contemporary psychological theories such as Expectancy Theory also highlight the comparison between secular efforts and spirituality. In Islam, performance is not only viewed as worldly achievement but also as a form of worship and servitude to Allah. Therefore, principles such as *ikhtiar*, *tawakal*, and seeking Allah's pleasure become the foundation that strengthens individuals' motivation to strive harder and accept results with tranquility. The Islamic perspective also teaches that every individual, based on their varying levels of self-esteem, self-efficacy, or locus of control, should remain committed to righteous intentions and have faith only in Allah SWT for better outcomes in this world and the hereafter. Research that integrates Islamic perspectives with psychological theories can provide deeper insights into how spiritual and ethical factors influence motivation and individual work habits. Therefore, incorporating Islamic principles into organizational structures can help us understand the factors that affect work performance, provide a more holistic measure, and balance worldly goals with spiritual objectives.

CONCLUSION

This research examines the effects of self-esteem, self-efficacy, and locus of control on individual performance, offering insights from both psychological and Islamic perspectives. The findings indicate that self-esteem does not significantly impact employee performance, suggesting that external factors such as the work environment and organizational culture play a more critical role. While self-esteem contributes to an individual's self-worth, it is insufficient alone to enhance productivity. In contrast, self-efficacy shows a strong positive correlation with employee performance. Individuals with high self-efficacy are more motivated to pursue

ambitious goals, believing that their efforts will yield positive results. This aligns with Expectancy Theory, which emphasizes the importance of motivation in achieving desired outcomes. Locus of control also significantly influences performance, with those possessing an internal locus of control demonstrating greater motivation and responsibility for their outcomes, believing their efforts directly affect their success.

From an Islamic perspective, self-esteem, self-efficacy, and locus of control are intertwined with spiritual beliefs. Islam teaches that individuals should strive for success through effort (ikhtiar) while surrendering the results to Allah (tawakal). This holistic approach underscores the importance of personal agency and divine will in achieving performance outcomes. In conclusion, enhancing employee performance requires a multifaceted approach that fosters self-efficacy and an internal locus of control while considering broader organizational and spiritual dimensions. Future research should explore the interplay of these factors to develop comprehensive strategies for improving individual performance in the workplace.

SUGGESTION

Based on the findings of this research, organizations should focus on enhancing individual performance by fostering self-efficacy through targeted training and development programs that build employees' skills and confidence. Creating a supportive work environment that promotes collaboration, open communication, and recognition of achievements is essential for motivating employees. Additionally, encouraging an internal locus of control by allowing employees to take ownership of their tasks can increase their sense of agency and accountability. For organizations influenced by Islamic values, integrating principles such as ikhtiar (effort) and tawakal (trust in Allah) can provide a holistic framework that aligns personal and organizational goals. Implementing recognition programs to acknowledge employees' efforts can further reinforce positive behaviors. Lastly, further research should explore the interplay between self-esteem, self-efficacy, and locus of control in various contexts to develop comprehensive strategies for improving employee performance.

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