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Self-Efficacy and Locus of Control on Performace Moderated by Organizational Culture

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Abstract. *This study aims to analyze the influence of Self-Efficacy and Locus of Control on Employee Performance with Organizational Culture as a Moderator at the Class I TPI Padang Immigration Office. The reason for conducting this study is the discovery of low employee performance levels through a pre-survey, as well as the importance of self-efficacy and locus of control in improving performance in the public service environment. The method used in this study is a quantitative approach with total sampling technique involving 74 respondents. To analyze the data, Structural Equation Modeling Partial Least Square (SEM-PLS) was used with the help of SmartPLS software. The findings of this study indicate that: (1) self-efficacy has a positive and significant influence on employee performance ($\beta = 0.376$, $p = 0.000$), (2) locus of control has a positive and significant influence on employee performance ($\beta = 0.412$, $p = 0.000$), (3) organizational culture positively and significantly moderates the relationship between self-efficacy and employee performance ($\beta = 0.254$, $p = 0.031$), (4) organizational culture positively and significantly moderates the relationship between locus of control and employee performance ($\beta = 0.104$, $p = 0.000$). This study also confirms Goal Setting Theory as a theoretical foundation, showing that setting clear and specific goals can increase employee motivation and performance. The results of this study provide practical contributions for the management of the Class I TPI Padang Immigration Office to set measurable and challenging goals and create an organizational culture that supports the sustainable achievement of employee performance.*

***Keywords**: Self-Efficacy, Locus of Control, Employee Performance, Organizational Culture*

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INTRODUCTION

In today's era of globalization, human resources (HR) are a key factor in organizational success. Competent human resources are crucial for all organizational entities, including government agencies, to navigate the era of digital transformation and rapid technological development (Tanjung et al., 2020). The success of a company/agency depends not only on individual performance but also on the collective ability of employees to adapt and take initiatives beyond their formal duties (Sanjaya et al., 2024).

In this regard, the role of employees is crucial and cannot be ignored, as they are a crucial element in achieving company goals (Ausat et al., 2024). Efforts to improve employee performance often fall short of expectations. Even if an organization has high-quality employees, good performance is not guaranteed if surrounded by an unsupportive organizational culture and management (Park & Jo, 2018).

The complexity of public service challenges, such as the increasing number of immigration service applicants and the complexity of service needs, has prompted the Padang

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Class I Immigration Office (TPI) to review the qualifications and characteristics of its employees. To address these dynamics, the office requires employees who not only meet job requirements but also demonstrate high motivation and discipline in completing tasks, and are able to contribute effectively to improving the quality of public services.

The Padang Class I Immigration Office operates in the public sector, which involves intensive interaction between employees and people from various backgrounds. As a government agency tasked with managing and supervising immigration services, this office requires employees who not only work according to their job descriptions, but also behave in a manner that supports service quality and public satisfaction.

To analyze the phenomenon of employee performance, the author conducted a pre-survey using a questionnaire distributed through Google Forms. This survey involved 20 employees from various positions at the Class I TPI Padang Immigration Office on March 12, 2025. The results of the pre-survey showed a significant phenomenon, namely low employee performance, lack of employee confidence in completing tasks, and a minimal sense of responsibility for work results. Data were collected through six statements taken from employee performance indicators, self-efficacy, locus of control, and organizational culture at the Class I TPI Padang Immigration Office:

Table 1. Survey Results of the Class I TPI Padang Immigration Office

No	Question	Percentage
1.	I am confident that I can complete my work to a high standard and quality	40%
2.	I am able to overcome difficulties that arise in work	30%
3.	I am confident that I can overcome new challenges in work.	35%
4.	My success in work depends on my own efforts.	45%
5.	My work results are more influenced by external factors, not me.	55%
6.	I feel fully responsible for the results of my work.	40%
7.	The culture in this office supports collaboration between employees.	55%
8.	Nilai-nilai organisasi memotivasi saya untuk bekerja lebih baik	40%

The pre-survey results above indicate that employee performance at the Padang Class 1 Immigration Office (TPI) remains low. This is evident in their low self-confidence in completing tasks, their inability to overcome work challenges, and their dissatisfaction with the organizational culture, resulting in minimal motivation and contribution. Furthermore, employee engagement in providing ideas and suggestions remains low, reflecting a lack of enthusiasm and commitment to broader responsibilities.

Other issues were also identified at the Padang Class I Immigration Office (TPI) including long queues at immigration counters and numerous public complaints on social media and online forums regarding long document processing times, lack of response from officers, or unclear information. This indicates that officer performance is not yet optimal in meeting public expectations. Furthermore, the Immigration Office also reported that document completion targets (passports and visas) often fall short of deadlines, or there is a backlog of unprocessed files.

At the Padang Class I Immigration Office (TPI), employee self-efficacy remains low, especially in the face of increasing demand and service complexity. This condition leads to a lack of motivation, a sense of responsibility, and time discipline, resulting in many tasks being delayed or not completed on time (Ratumaly & Titioka, 2023). Meanwhile, research conducted by (Pulungan & Rivai, 2021) stated that self-efficacy has a positive effect on employee performance, meaning that the higher an employee's self-efficacy, the greater the effort they will make to achieve high performance.

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Furthermore, an employee's locus of control also impacts employee performance. According to research conducted by Goodstadt & Hjelle (1973), it was found that if a person's locus of control in an organization is high, their performance will increase, while conversely, if their internal locus of control is low, their performance will decline. Those with an external locus of control tend to lack initiative and creativity because they perceive their work results to be influenced by external factors. This has a negative impact on the quality of public services (Idrus, 2023).

Organizational culture at the Class I TPI Padang Immigration Office also plays a crucial role in shaping employees' self-efficacy and internal locus of control. A supportive culture can empower employees and increase their contributions, while a less supportive culture, accompanied by minimal socialization and communication between employees, can actually lead to stress, lack of work enthusiasm, and suboptimal collaboration. As a result, the achievement of organizational goals is hampered.

Therefore, improving organizational culture and understanding and implementing cultural values are crucial for improving self-efficacy, internal locus of control, and ultimately employee performance at the Class I TPI Padang Immigration Office. Furthermore, organizational culture at the Class I TPI Padang Immigration Office plays a significant role in influencing employee self-efficacy. A positive culture makes employees feel valued and motivated, enabling them to contribute optimally (Osborne & Hammoud, 2017).

Conversely, a less supportive culture can cause employees to feel stressed and lose enthusiasm for work. The main problem faced is employees' poor understanding of organizational cultural values, which is exacerbated by minimal socialization and communication between employees. This condition leads to decreased performance, poor collaboration, and hinders the achievement of overall organizational goals (Choi et al., 2022; Lee & Choi, 2003).

The Class I Immigration Office (TPI Padang Immigration Checkpoint) plays a strategic role in regulating the flow of Indonesians, both Indonesian citizens and foreign nationals, through the processing of immigration documents such as passports, visas, stay permits, and other related documents (Suprihantoro et al., 2024; Rianissa et al., 2025). The Class I Immigration Office (TPI Padang) has broad responsibilities in providing fast, accurate, and accountable public services. However, in its implementation, the Class I Immigration Office often encounters obstacles that impact employee performance.

Therefore, it is important to explore the influence of self-efficacy and locus of control on employee performance, with organizational culture as a moderating factor. This study aims to understand how these factors interact and influence employee performance at the Class I Immigration Office (TPI Padang) and to provide recommendations for improvements in the context of human resource management.

LITERATURE REVIEW

Goal Setting Theory

Goal setting theory was first proposed by Dr. Edwin A. Locke, who argued that there is a relationship between individual goals and a person's performance in a given job or task. According to the underlying principle, if a person understands the targets set by the organization, that understanding can influence their performance (Dwianto et al., 2019). According to goal setting theory, self-efficacy is a crucial factor in increasing employee productivity. Unlike simple or uncertain goals, Löckenhoff & Carstensen (2004) discuss in more detail how motivation grows and intensifies when someone has highly challenging or specific goals.

Employee Performance

According to Mokosolang et al. (2021) and Jung & Lee, (2013), performance reflects the level of achievement of a program, activity, or policy in realizing an organization's goals, objectives, vision, and mission, as outlined in the organization's strategic planning. According to (Sonnentag & Frese, 2002), performance is the willingness of an individual or group of individuals to carry out an activity and perfect it according to their responsibilities, resulting in the desired results. According to (Zanardi & Martin, 2020), performance is the work results of an employee, a management process or an organization as a whole, where the work results must be demonstrated concretely and can be measured (compared to predetermined standards). According to (Karman, 2020) employee performance as a potential possessed by human resources is a strength or ability to produce something material or non-material so that by having high performance, everything the organization plans to achieve its goals can be realized immediately. According to (Atatsi et al., 2019), there are several factors that influence employee performance: Individual factors, psychological factors, and organizational factors. According to (Mahfud, 2019) 4 indicators measure employee performance as follows: (1) Quality of work results, (2) Quantity of work results, (3) Resilience to work, (4) Attitude.

Self-Efficacy

According to Bandura (1977), Self-efficacy is a term used to describe a person's belief in their ability to perform certain activities or behaviors. Self-efficacy is the belief or conviction that stems from within oneself in carrying out and completing any task to achieve predetermined goals and desires (Ouweneel et al., 2013). Self-efficacy as someone's ability to cope with the work environment they face. According to Saputra et al. (2023), self-efficacy is a person's belief in their ability to control their tasks and events in their environment. Self-efficacy is a person's confidence in their ability to carry out, organize, and manage their actions, which can influence their performance (Schunk, 1984). Without employee confidence in their abilities, performance declines. Self-efficacy is a person's belief in their abilities to perform and complete assigned tasks to achieve desired goals. Therefore, self-efficacy is a crucial employee characteristic or attitude. Self-efficacy is essential for employees to perform assigned tasks effectively and to their full potential. According to (Machfudhi et al., 2023), there are three indicators for measuring self-efficacy: 1) Level of task difficulty (Level/magnitude); (2) Broadness of behavior (Generality), and (3) Degree of confidence or expectation (Strength).

Locus of Control

According to (Furnham & Steele, 1993), locus of control refers to a person's beliefs about how and where events are perceived as pleasant or unpleasant, which serves as the basis for action. Locus of control is a psychological concept regarding a person's beliefs about the extent to which they control the events that affect them. Locus of control determines the degree to which an individual believes their behavior influences what happens to them. According to (Widyaninggar, 2015), locus of control can be defined as the level of confidence a person has in perceiving success, and this success is achieved because the individual believes in the correlation between effort, success, and self-confidence. According to (Trestyowati, 2019), locus of control is a person's perspective on themselves, convincing them to produce or achieve something optimally.

Meanwhile, according to (Galvin et al., 2018), locus of control reflects a person's tendency to believe they can control life events, both internally and externally. According to McCarty & Shrum (2001), locus of control is how a person views his or her behavior as a form of relating to other people or the environment, and also as a belief in the source that determines his or her behavior. According to (Romadhani & Pratama, 2020), locus of control consists of three indicators, namely: (1) Internality; (2) Chance dan (3) Powerful others.

Organizational Culture

Culture is the conventional behavior of a society and influences all actions, even though most are unconscious. According to Lubis, culture is a pattern of human activity systematically passed down from generation to generation, through various learning processes to create a

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particular way of life that best suits the environment. According to (Casey et al., 2017), culture provides stability and security because it allows employees to understand current events in society and know how to respond to them. For example, when an employee moves to a different workplace, they are required to learn to adapt to the new environment to avoid potential negative consequences. According to Lubis & Hanum (2020), organizational culture is a set of values, principles, traditions, and ways of working shared by members of an organization that influence how they act. Organizational culture relates to how employees perceive the characteristics of an organization's culture, not whether they like or dislike the culture. This means that culture is a descriptive term. According to (Wijaya, 2022), Organizational culture is a shared perception held by all members of the organization. In this case, organizational culture indicators are used as characteristics of organizational culture and also to measure organizational culture variables using the characteristics stated by Denison et al. (2012): (1) Adaptability; (2) Mission, (3) Involvement dan (4) Consistency.

From the background and several literature reviews that have been explained previously, there are several hypotheses that have been formulated in this study as follows: (1) The Influence of Self-Efficacy on Employee Performance. High self-efficacy will enable someone to persist and achieve goals, leading to better performance. This is because individuals have strong and clear motivation and goals, enabling them to successfully perform activities or behaviors (Alkadri, 2024). According to goal-setting theory, self-efficacy is a crucial factor in increasing employee productivity. Unlike simple or uncertain goals, Baumeister (2016) discuss in more detail how motivation grows and intensifies when someone has highly challenging or specific goals. This is because having a specific goal in mind can potentially create a drive to work toward achieving that goal, increasing confidence in one's abilities. Consequently, the individual will strive to improve their performance and work capacity (Prastiwi et al., 2022).

In addition, according to Haddad & Taleb (2016), it is clearly stated that there is an influence given by the self-efficacy variable on performance. This research is in line with research by Bouffard et al. (2005) where the research found that self-efficacy has a significant influence on performance. Based on this statement, it can be concluded that hypothesis H1: Self-efficacy has a positive effect on employee performance; (2) The Influence of Locus of Control on Employee Performance. According to Widodo et al. (2017), locus of control influences employee performance because it encompasses several aspects: confidence in one's own abilities, confidence in one's own efforts, confidence in the strengths of others, and confidence in one's own destiny. According to Rusilawati et al. (2023), to improve employee performance, it is important to understand the employee's personality, specifically their locus of control. By understanding the locus of control, companies can implement effective and goal-oriented work strategies. According to goal-setting theory, locus of control makes it easier for someone to recognize opportunities and find direction, thus leading to progress in their work. According to goal-setting theory, employees with a strong locus of control will find it relatively easy to find solutions to problems they face in the workplace. This suggests that both internal and external factors contribute to employee success.

These factors can be used to evaluate employee performance throughout the process of achieving company targets (Vuong& Nguyen, 2022). Based on this statement, it can be concluded that hypothesis H2: Locus of Control Has a Positive Effect on Employee Performance; (3) Organizational Influence as a Moderator of the Relationship Between Self-Efficacy and Employee Performance. Goal-Setting Theory states that organizational culture plays a role in aligning individual goals with organizational goals, which are then used as a benchmark for understanding the relationship between employees and the company. Individuals who participate in designing company goals are deemed committed to upholding those goals and willing to meet the targets set by the company. Effective implementation of culture within an organization will increase productivity and enhance company performance (De et al., 2015).

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According to (Simosi, 2012) it is also stated that psychologically, organizational culture moderates and strengthens individual beliefs (self-efficacy) that optimal organizational culture can improve the performance achieved by the employee. Based on this statement, it can be concluded that hypothesis H3: Organizational culture moderates the relationship between self-efficacy and employee performance; (4) The Influence of Organizational Culture as a Moderator of the Relationship Between Locus of Control and Employee Performance. According to Hendriyani et al. (2024), organizational culture can strengthen the influence of locus of control on performance. This occurs because, if individuals are given freedom and responsibility in decision-making and task execution, individuals with an internal locus of control can feel more empowered and accountable for their performance outcomes. This can motivate them to perform better and achieve goals more effectively.

Meanwhile, Amlia et al. (2021) also showed that organizational culture can positively moderate the influence of locus of control on employee performance. This suggests that with the appropriate implementation of organizational culture, employee self-control and competence can be enhanced. Organizational culture is used as a moderating variable in the relationship between self-efficacy and locus of control on employee performance. This study aims to determine whether organizational culture can strengthen or weaken the relationship between self-efficacy and locus of control on employee performance. According to research (Annisa & Ginarti, 2023), it was concluded that self-efficacy locus of control has a positive influence on employee performance, and a strong organizational culture can increase this influence. Based on this statement, it can be concluded that hypothesis H4: Organizational culture moderates the relationship between locus of control and employee performance.

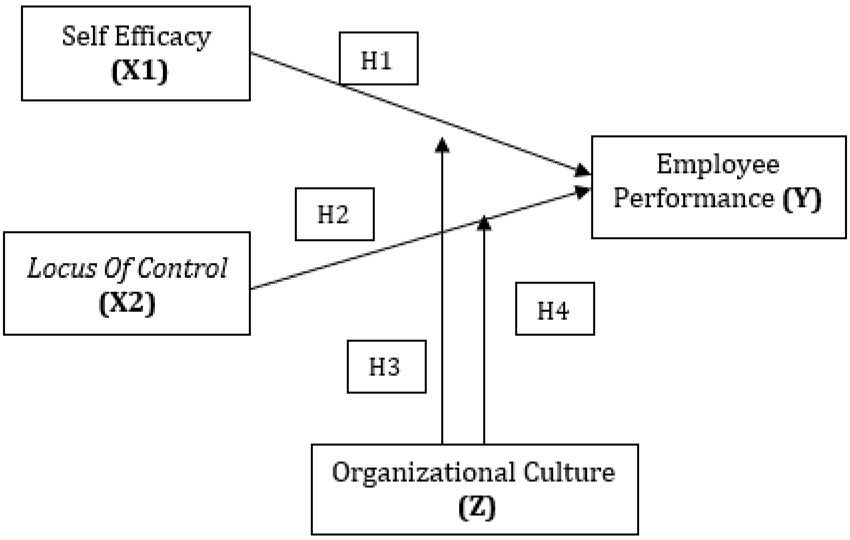

Figure 1. Conceptual Framework

METHODS

Study Area, Population, Design, and Sampling Method

This study uses a quantitative method with a causal research design to analyze the influence of self-efficacy and locus of control on employee performance with organizational culture as a moderator at the Class I TPI Padang Immigration Office. This method was chosen because it is suitable for explaining the cause-and-effect relationship between variables in a complex structural model. The research location was at the Class I Immigration Office TPI Padang, conducted from March 2025 to July 2025. The population in this study consisted of 74 employees working at the Class I Immigration Office TPI Padang. The sampling technique used in this study was total sampling. Total sampling is a sampling technique that uses the entire population as the

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sample. The total sampling method was chosen for this study because the population size was relatively small, less than 100, with only 74 employees, and the results of this study are more accurate and can reflect the actual conditions without bias due to sample selection. The sample used in this study was all 74 employees of the Class I Immigration Office TPI Padang. This sampling method was an efficient choice because the researcher could collect data from all individuals present, ensuring that the results of this study accurately reflect the actual conditions of the entire population.

Research Instrumens

The data collection techniques used in this study are primary and secondary data collection techniques. The tool used in primary data collection for this study is a survey method using a questionnaire, which is done by providing a number of written statements to respondents arranged on a Likert scale. The Likert scale is a scale used to measure a person's opinion, attitude or statement regarding a question using numbers 1 to 5. Meanwhile, the secondary data collection technique in this study was obtained from the official website of the Class 1 TPI Padang Immigration Office which contains information such as a general description of the company. Each variable is measured using a questionnaire on a scale of 1-5. There are four employee performance indices according to (Mahfud, 2019), namely: quality of work results, quantity of work results, resilience to work and attitude. (Usman & Bahiyah, 2021) there are three indicators of Self-Efficacy, namely: level/magnitude, generallity and Strength. Three indicators of Locus of Control according to Azwar are: Internality, Chance, and Powerful others. And four indicators of Organizational Culture according to Denison are: Adaptability, Mission, Involvement and Konsistency.

Study Analysis

Data analysis in this study used descriptive and inferential statistics. After data collection, a data verification stage was conducted to ensure the integrity of the completed questionnaires and to ensure all questions were answered completely. To determine how respondents answered the questions, the Total Respondent Achievement (TAP) formula was used in descriptive statistical analysis. For inferential statistical analysis, the researchers used Smart PLS4.0 software with the PLS-SEM (Partial Least Squares-Structural Equation Modeling) technique, which can simultaneously test measurement and structural models, as well as hypotheses between variables.

RESULTS AND DISCUSSION

Descriptive Statistic

The total number of respondents in this study was 74 employees, consisting of 54% men and 46% women, with 26% aged ≤ 30 years, 32% aged 31-39 years, 35% aged 40-50 years, and 7% aged ≥ 50 years. The dominant education levels were bachelor's degree (50%), high school/vocational school (24%), master's degree (19%), and diploma (7%).

Descriptive of Research Variables

Total Respondent Achievement (TRA) was used to determine each answer category for the descriptive variables. The TRA for Employee Performance was 81%, categorized as good. Self-efficacy was 81%, categorized as good. Locus of control was 82%, indicating a good assessment. And organizational culture was 81%, categorized as good.

Outer Model

Validity Test

Validity testing is divided into two main components, namely convergent validity and discriminant validity. Convergent validity can be measured using outer loading values, where an indicator is considered valid if the outer loading value is greater than 0.7 (Sarstedt et al., 2020).

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Meanwhile, discriminant validity is assessed through cross loading, by comparing the correlation between the indicator and the original construct as well as other constructs. If the correlation of the indicator is higher with the original construct than with other constructs, then the indicator meets the criteria for discriminant validity.

Convergent Validity

Convergent validity has two criteria that can be evaluated are by using the factor loading value or the average variance extracted (AVE) value.

Table 2. Outer Model

	Self-Efficacy (x1)	Locus Of Control(x2)	Employee Performance (Y)	Organizational Culture (Z)
X1	0.824			
X1.10	0.785			
X1.11	0.797			
X1.12	0.835			
X1.2	0.719			
X1.3	0.844			
X1.4	0.850			
X1.5	0.808			
X1.6	0.851			
X1.7	0.798			
X1.8	0.846			
X1.9	0.802			
X2.1		0.794		
X2.10		0.814		
X2.11		0.828		
X2.12		0.812		
X2.2		0.727		
X2.3		0.818		
X2.4		0.836		
X2.5		0.798		
X2.6		0.794		
X2.7		0.784		
X2.8		0.857		
X2.9		0.805		
Y.1			0.784	
Y.10			0.856	
Y.11			0.847	
Y.12			0.842	
Y.2			0.819	
Y.3			0.753	
Y.4			0.822	
Y.5			0.771	
Y.6			0.853	
Y.7			0.854	
Y.8			0.828	
Y.9			0.836	
Z.1				0.757
Z.10				0.849
Z.11				0.816

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Z.12				0.782
Z.2				0.844
Z.3				0.825
Z.4				0.762
Z.5				0.757
Z.6				0.740
Z.7				0.832
Z.8				0.826
Z.9				0.866

Source: Data Processed by SmartPLS (2025)

Based on the data presented in the table above, the convergence validity test by analyzing the outer loading test for each indicator in this study has an outer loading >0.7, which means that each indicator can be said to meet the requirements. Average variance extracted (AVE) indicates the amouunt of variance from the indicators that can be explained by the constructwhen compared to the variance caused by measurement error. If an indicator is >0,5, then the indicator is considered reliable (Sarstedt et al., 2020).

Table 3. Average Variance Exreacted (AVE)

	Average Variance Extracted (AVE)
X1	0,642
X2	0,663
Y	0,677
Z	0,650

Source: Data Processed by SmartPLS (2025)

Based on the test conducted on the average variance Extraction (AVE), all constructs in this study have an average variance Extraction (AVE) value above 0.50. The self-efficacy construct (X1) obtained an AVE value of 0.642, Locus of control (X2) obtained an AVE value of 0.663, employee performance (Y) obtained an AVE value of 0.677 while organizational culture (Z) obtained an AVE value of 0.650. This shows that the variance in the indicators in the construct can be explained by the construct itself. So it can be concluded that the average variance Extracted (AVE) value meets the criteria so that it can be concluded that the convergent validity of all variables is valid.

Discriminant Validity

Disctriminant validity can be assessed based on the Cross-Landing value. In cross-loading testing, a good result is achieved if the sum of the values for each variable in a construct is higher than the correlation between the construct and other latent variables. The Cross-Landing results in this study are presented in a table as follows:

Table 4. Cross Loading

	Self-Afficacy (X1)	Locus Of Control (X2)	Kinerja Pegawai (Y)	Budaya Organisasi (Z)
X1	0.824	0.346	0.478	0.025
X1.10	0.785	0.246	0.368	-0.102
X1.11	0.797	0.347	0.481	0.049
X1.12	0.835	0.463	0.521	-0.058
X1.2	0.719	0.451	0.546	0.115
X1.3	0.844	0.454	0.616	0.046
X1.4	0.850	0.433	0.555	-0.001
X1.5	0.808	0.298	0.424	-0.017

X1.6	0.851	0.418	0.456	0.150
X1.7	0.798	0.430	0.453	-0.018
X1.8	0.846	0.335	0.419	-0.025
X1.9	0.802	0.484	0.520	0.100
X2.1	0.403	0.794	0.552	0.055
X2.10	0.394	0.814	0.491	0.101
X2.11	0.455	0.828	0.591	0.154
X2.12	0.462	0.812	0.621	0.120
X2.2	0.310	0.727	0.533	0.257
X2.3	0.338	0.818	0.548	0.149
X2.4	0.458	0.836	0.663	0.146
X2.5	0.358	0.798	0.545	0.240
X2.6	0.399	0.794	0.540	0.126
X2.7	0.392	0.784	0.600	0.126
X2.8	0.386	0.857	0.530	0.090
X2.9	0.374	0.805	0.572	0.068
Y.1	0.583	0.646	0.784	0.319
Y.10	0.494	0.495	0.856	0.388
Y.11	0.460	0.640	0.847	0.288
Y.12	0.488	0.556	0.842	0.304
Y.2	0.599	0.540	0.819	0.306
Y.3	0.458	0.529	0.753	0.230
Y.4	0.488	0.633	0.822	0.215
Y.5	0.336	0.647	0.771	0.144
Y.6	0.465	0.622	0.853	0.277
Y.7	0.586	0.603	0.854	0.204
Y.8	0.525	0.545	0.828	0.152
Y.9	0.489	0.481	0.836	0.235
Z.1	0.087	0.189	0.146	0.757
Z.10	-0.029	0.124	0.243	0.849
Z.11	0.042	0.109	0.336	0.816
Z.12	-0.078	0.077	0.163	0.782
Z.2	0.052	0.154	0.325	0.844
Z.3	0.065	0.203	0.261	0.825
Z.4	0.040	0.169	0.198	0.762
Z.5	-0.136	0.036	0.103	0.697
Z.6	-0.077	0.094	0.166	0.740
Z.7	0.098	0.137	0.305	0.832
Z.8	0.058	0.078	0.212	0.826
Z.9	0.028	0.188	0.307	0.866

Source: Data Processed by SmartPLS (2025)

Based on the data presented above, it can be seen that the correlation value of each variable with its respective indicator is greater than the correlation value of each variable with other indicators. Furthermore, the correlation value of each variable with its respective indicator also shows a value above 0.7, thus concluding that all indicators tested in this study have discriminant validity.

Reliability Test

Reliability testing is conducted by considering Cronbach's Alpha and Composite Reliability values. Cronbach's Alpha is used to assess internal consistency between several items

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within a single construct, while Composite Reliability provides a more comprehensive measure of reliability because it takes into account the weight of each indicator within the latent construct, with a recommended threshold value above 0.7.

Table 5. Cronbach's Alpha & Composite Reliability

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
X1	0.954	0.957	0.950
X2	0.951	0.952	0.957
Y	0.956	0.958	0.962
Z	0.950	0.969	0.955

Source: Data Processed by SmartPLS (2025)

Based on the data in the table above, all tested constructs, namely X1, X2, Y, and Z, showed very good reliability. Construct X1 obtained a Cronbach's Alpha value of 0.954, a rho_a value of 0.957, and a Composite Reliability (rho_c) value of 0.959. Construct X2 obtained a Cronbach's Alpha value of 0.951, a rho_a value of 0.952, and a Composite Reliability (rho_c) value of 0.957. Construct Y obtained a Cronbach's Alpha value of 0.956, a rho_a value of 0.958, and a Composite Reliability (rho_c) value of 0.962. Meanwhile, construct Z obtained a Cronbach's Alpha value of 0.950, a rho_a value of 0.969, and a Composite Reliability (rho_c) value of 0.955. Thus, it can be concluded that all constructs in this study have very strong internal consistency and meet the criteria, so the instrument can be validated.

Inner Model

The inner model has an important role in this research, because it can describe the causal relationship between the main latent variables in the research conceptual framework, as well as the measure of the importance of the relationship and the value of the coefficient of determination (R-Square) which shows how much influence one variable has on another variable.

Table 6. Inner Model

	R-square	R-square Adjusted
Employee Performance (Y)	0.686	0.663

Source: Data Processed by SmartPLS (2025)

Based on the table above, the independent variable of employee performance has an R-square value of 0.686, or 68.6% of the variability in employee performance can be explained by employee self-efficacy and locus of control. Meanwhile, the adjusted R-square value of 0.663 indicates that the model remains stable despite adjustments to the number of variables.

Hypothesis Development

The determination of the hypothesis results is based on the path coefficient value, with a p-value threshold below 0.05 or a statistical value exceeding 1.97.

Direct Effect Hypothesis

Table 7. Direct Effect Hypothesis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Hipotesis
Z -> Y	0.203	0.223	0.090	2.265	0.024	Accepted
X1 -> Y	0.376	0.381	0.102	3.674	0.000	
X2 -> Y	0.412	0.410	0.092	4.458	0.000	

Source: Data Processed by SmartPLS (2025)

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Self-Efficacy (X1) has a Positive and Significant Effect on Employee Performance (Y)

Based on the hypothesis analysis, the correlation between self-efficacy (X1) and employee performance (Y) shows a positive and significant impact. The path correlation value is 0.376 with a t-statistic of 3.674 and a p-value of 0.000. This indicates that this hypothesis is acceptable, meaning that the higher the employee's self-efficacy, the better their performance. Employees with high self-efficacy tend to be more confident in completing tasks, which contributes to increased productivity.

The results of this study confirm that employees with high self-efficacy tend to be more confident in completing tasks, which contributes to increased productivity. Employees who believe in their abilities are more motivated to achieve good results and are more willing to face challenges. High levels of self-efficacy also help reduce stress and distractions, allowing employees to focus on tasks and achieve their goals. This study suggests that self-efficacy is a key factor in improving employee performance.

Locus of Control (X2) has a Positive and Significant Effect on Employee Performance (Y)

Based on the analysis of the hypotheses, the correlation between locus of control (X2) and employee performance (Y) shows a positive and significant impact. The path correlation value is 0.412, with a t-statistic of 4.458 and a p-value of 0.000. Therefore, this hypothesis is accepted. These findings indicate that locus of control has a direct influence on improving employee performance. Employees with an internal locus of control believe that their success or failure is the result of their own efforts and decisions. This attitude encourages them to be more proactive in completing tasks, finding solutions to problems, and adapting to challenges.

With a high sense of responsibility, they are more motivated to achieve goals and contribute positively to the team and organization. Furthermore, employees with an internal locus of control often have greater resilience to stress and pressure. They tend to view challenges as opportunities for learning and development, which can increase productivity and work quality. These findings emphasize the importance of developing a locus of control in the workplace as a strategy for improving individual and overall team performance.

Organizational Culture has a Positive and Significant Effect on Employee Performance (Y)

Based on the table above, the relationship between organizational culture (Z) and employee performance (Y) has an original sample value (O) of 0.203, with a t-statistic of 2.265. Furthermore, the table above also presents a p-value of 0.024, which is less than 0.05. This hypothesis can be accepted. This means that the better the organizational culture implemented, the higher the level of employee performance. This will also encourage employees to make greater voluntary contributions to the organization.

A strong organizational culture encourages employees to take greater initiative and make voluntary contributions beyond their core responsibilities. When employees identify with the organization's values and goals, they tend to work harder, innovate, and contribute to the team's success. This sense of belonging and commitment not only improves individual performance but also the collective performance of the organization as a whole.

Indirect Effect Hypothesis

Table 8. Indirect Effect Hypothesis

	Original sample (O)	Sample Mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Hipotesis
Z x X1 -> Y	0.254	0.221	0.118	2.155	0.031	Accepted
Z x X2 -> Y	-0.104	-0.088	0.073	1.421	0.000	

Source: Data Processed by SmartPLS (2025)

Organizational Culture positively and Significantly Moderates the Relationship Between Self-Efficacy and Employee Performance

The analysis results show that organizational culture (Z) moderates self-efficacy (X1) and has a positive and significant effect on Employee Performance (Y). The path coefficient is 0.254, with a t-statistic of 2.155. The table above also shows a P-value of 0.031, which is less than 0.05, indicating that this hypothesis is accepted. So it can be concluded that in a supportive organizational environment, employees with high self-efficacy will show good performance.

The results of this study highlight the importance of organizational culture as a key element that can strengthen the influence of self-efficacy on performance. A positive organizational culture, which encompasses values such as collaboration, trust, and support, creates a work environment where employees feel valued and encouraged to contribute optimally. In this context, employees with high self-efficacy, or belief in their ability to succeed, are better able to maximize their potential when working in a supportive culture. Furthermore, a strong organizational culture helps reduce the discomfort and stress that employees often face. With support from coworkers and management, employees feel more confident in making decisions and completing tasks. This can also increase employee commitment and motivation to achieve organizational goals.

Organizational Culture Positively and Significantly Moderates the Relationship Between Locus of Control and Employee Performance

Based on the table above, it can be seen that the relationship between organizational culture variables (Z) can moderate locus of control (X2) and has a positive effect on employee performance (Y) with an original sample (O) value of -0.104. This means that organizational culture variables have a positive effect on locus of control variables. Furthermore, the table above also presents a p-value smaller than 0.05, namely 0.000, and a t-statistic value of 1.421. Therefore, it can be concluded that this hypothesis test indicates that organizational culture can moderate and positively and significantly influence locus of control on employee performance.

Thus, it can be concluded that organizational culture not only has a direct influence but also functions as a moderator, strengthening the influence of locus of control on employee performance. When organizational culture is supportive, employees with an internal locus of control are more motivated to take responsibility for their work. This can improve performance, as employees feel more empowered and motivated to achieve their goals.

The influence of self-efficacy and locus of control on employee performance at the TPI Padang Class I Immigration Office is not only direct but also influenced by organizational culture, a moderating variable that creates a conducive work environment. A positive organizational culture can strengthen the relationship between self-efficacy and locus of control with improved employee performance, thereby motivating employees to work more effectively and take responsibility beyond their formal duties.

The results of comprehensive data analysis using SmartPLS indicate that the moderating role of organizational culture in enhancing the influence of self-efficacy and locus of control on employee performance is highly significant. Therefore, when formulating strategies to improve employee performance, it is crucial to consider the role of organizational culture as a supportive factor in creating a productive and high-performing work environment.

The Influence of Self-Efficacy on Employee Performance

Based on the path coefficient analysis, self-efficacy has a positive and significant impact on employee performance, with a coefficient value of 0.376, a t-statistic of 3.674, and a p-value of 0.000, which exceeds the significance limit of $t>1.96$ and $p<0.05$. This means that the higher the employee's level of self-efficacy, the higher the performance shown. This indicates that employees who believe in their abilities tend to be more motivated to achieve their set goals. Self-efficacy serves as a psychological driver that helps employees overcome challenges and obstacles

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in their work. With the belief that they can succeed, employees are more likely to take initiative, try harder, and commit to completing tasks well.

These findings align with the goal-setting theory first proposed by Dr. Edwin A. Locke in 1968, which posits a relationship between individual goals and a person's performance on assigned work or tasks. According to the underlying principle, if a person can understand the targets set by the organization, later, that understanding can influence the resulting performance (Dwianto et al., 2019). These results align with research conducted by (Pulungan & Rivai, 2021) which states that self-efficacy positively influences employee performance, meaning that the higher an employee's self-efficacy, the more likely they are to expend considerable effort to achieve high performance. Furthermore, research according to (Abun et al., 2021) indicates that employee performance is related to self-efficacy, because the belief in each individual's abilities will achieve good work results or performance, as indicated by their quantity and quality.

The analysis shows that the operational context at the Class I TPI Padang Immigration Office, where employees frequently face complex immigration regulations and interact with foreign nationals in stressful situations, makes self-efficacy a crucial psychological resource. Self-efficacy enables employees to remain calm, adapt to procedural changes, and produce accurate results even when working under tight deadlines. The results of this study confirm that self-efficacy has a positive and significant impact on employee performance. This is reflected in the ability of many employees to complete challenging tasks, largely driven by the training and guidance provided to support them. In this regard, leaders are expected to be more proactive in providing training and skills development to each employee. This will not only strengthen employee self-efficacy but also improve overall performance. By providing appropriate training, employees will be better prepared to face emerging challenges, thereby increasing productivity and service quality at the Class I TPI Padang Immigration Office.

The Influence of Locus of Control on Employee Performance

The findings of this study indicate that locus of control has a positive and significant influence on employee performance. Locus of control was found to have a stronger effect than self-efficacy, with a path coefficient of 0.412, a t-statistic of 4.458, and a p-value of 0.000, while self-efficacy showed a path coefficient of 0.376. In this context, it is important to examine why locus of control has a stronger influence. One explanation is that an internal locus of control employees' belief that they can influence outcomes may be particularly important in work environments bound by rules and procedures, such as the Immigration Office. Employees who feel they have control over decisions and problem-solving tend to be more proactive in facing challenges, which in turn can improve their performance.

From the perspective of Goal Setting Theory, first proposed by Dr. Edwin A. Locke in 1968, a high locus of control facilitates an individual's ability to recognize opportunities and find direction, thus leading to progress in their careers. According to this theory, employees with a high locus of control will find it relatively easy to find solutions to problems they face in the workplace. This suggests that both internal and external factors contribute to employee success. The results of this study align with research conducted by Yuwono et al. (2020), which states that a high locus of control within an organization will improve employee performance. Conversely, a low internal locus of control will decrease employee performance. This statement is supported by research conducted by Annisa & Ginarti, (2023), which demonstrated that locus of control has a positive and significant effect on employee performance. Therefore, it can be concluded that locus of control has a positive effect on employee performance. This indicates that employees consistently accept and take responsibility for the work assigned to them by their superiors and are happy to complete it. When work is completed on time and meets superior expectations, employee performance will improve.

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The Influence of Organizational Culture Moderates the Relationship Between Self-Efficacy and Employee Performance

Based on the results of the moderation test, it was found that the effect of self-efficacy on employee performance was moderated by organizational culture. Z moderated X1 on Y, with a path coefficient of 0.254 and a p-value of 0.031. These results indicate that organizational culture moderates the effect of self-efficacy on employee performance. In the context of goal-setting theory, organizational culture plays a crucial role in aligning individual goals with organizational objectives. When employees feel connected to the company's values and goals, they are more likely to demonstrate a strong commitment to achieving the set targets. A strong culture creates a sense of ownership and responsibility, which in turn can improve the company's productivity and overall performance. The results of this study are consistent with the findings of Saputra et al. (2023), who showed that organizational culture can moderate the influence of self-efficacy on employee performance. This confirms that a positive and supportive culture not only boosts employee self-efficacy but also provides them with the tools and resources necessary to complete tasks better and more efficiently.

A strong organizational culture encourages employees to think, behave, and act in accordance with the organization's core values, such as professionalism, trust among colleagues, order, and integration. The cultural fit that develops within each member of the organization creates a mutually supportive and collaborative work environment. In such an environment, employees feel valued and motivated to contribute optimally. Therefore, it can be concluded that employees who feel connected to the organizational culture tend to be more motivated to improve their performance. They focus not only on individual tasks but also commit to succeeding as part of a team. This demonstrates that investing in developing a positive organizational culture can yield long-term benefits for both employees and the company as a whole. By creating a supportive culture, organizations can build stronger teams, improve employee retention, and achieve strategic goals more effectively.

The Influence of Organizational Culture Moderates the Relationship Between Locus of Control and Employee Performance

Based on the results of the moderation test, the effect of locus of control on employee performance is moderated by organizational culture, with a path coefficient of 0.104, a t-statistic of 1.421, and a p-value of 0.000. Although the p-value indicates significance, the t-statistic does not meet the conventional threshold of 1.96, so this effect is classified as marginal or statistically weak. To strengthen the internal locus of control, empowerment initiatives are needed, such as giving employees more authority to resolve service issues without waiting for managerial approval. Practical steps that can be taken include introducing training programs to help employees understand and manage their responsibilities. At the Class I TPI Padang Immigration Office, the development of locus of control can be encouraged through incentives that encourage independence, such as awards for successful initiatives. Award ceremonies and interdepartmental collaboration programs are also important in creating a supportive environment where employees feel appreciated for their contributions. With these steps, organizations can not only improve employee locus of control but also build a stronger and more productive work culture, where employees feel in control of their work and are motivated to contribute optimally.

From the perspective of goal setting theory, organizational culture plays a role in aligning individual and organizational goals, thus helping to understand the relationship between employees and the company. Research by Hendriyani et al. (2024) shows that organizational culture can strengthen the influence of locus of control on performance because it gives individuals freedom and responsibility in decision-making. This motivates employees to perform better and achieve goals more effectively. Research by Saprudin et al. (2019) also supports the belief that organizational culture can positively moderate the influence of locus of control on

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employee performance. Furthermore, research conducted by Boone et al. (1996) confirms that internal locus of control is closely related to individual performance and can even be moderated by the company's culture. Individuals with an internal locus of control tend to exert greater effort when they believe their efforts have a specific purpose. By implementing these steps, the Padang Class I Immigration Office (TPI) can improve performance and build a more productive work culture. This confirms that a positive organizational culture not only strengthens individual influence but also creates a supportive environment for employees to build a mutually beneficial work culture.

CONCLUSION

This study aims to determine the effect of self-efficacy and locus of control on employee performance with the moderating role of organizational culture, both directly and indirectly on employees of the Class I TPI Padang Immigration Office. Based on the results of the data and discussions that have been carried out in the previous chapter, several important conclusions were obtained in the study, described as follows: (1) Self-efficacy is proven to have a positive and significant influence on Employee Performance. The results of this study indicate that employees who have a high level of self-efficacy tend to show good performance. Confidence in their abilities to complete tasks makes employees more proactive and able to face challenges, which contributes to increased productivity; (2) Locus of Control is proven to have a positive and significant influence on Employee Performance. The results of this study confirm that employees with an internal locus of control feel that the results of their efforts depend on the actions and decisions taken. so this encourages employees to be responsible and committed to achieving goals; (3) Organizational Culture is proven to have an influence positive and significant moderating relationship between Self-Efficacy and Employee Performance. This finding shows that a positive organizational culture can improve employee performance. A supportive, inclusive, and collaborative work environment facilitates employees to contribute beyond their formal duties, which leads to improved performance; (4) Organizational Culture is proven to have a positive and significant moderating effect on the relationship between Locus of Control and Employee Performance. The results of the determination indicate that organizational culture plays a significant role as a mediator in the relationship between locus of control and employee performance. This shows that organizational culture not only strengthens individual influence but also creates an environment that encourages employees to show optimal performance.

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Based on the findings and conclusions obtained from this study, there are several suggestions in both practical and academic fields. For Companies/Agencies of the Class I TPI Padang Immigration Office, it is recommended to continue to strengthen the level of employee performance that creates a competitive work environment supported by the provision of training to develop employee professionalism, provide opportunities for development as widely as possible, and provide rewards to appreciate and stimulate employee achievements. In addition, it is important to build, manage, and maintain organizational culture in a structured manner. Management must create a work atmosphere that prioritizes the values of togetherness, integrity, openness, and innovation. Thus, employees will feel more involved and motivated to contribute actively in achieving organizational goals.

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