Artikel Yumhi

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IMPROVING EMPLOYEE PERFORMANCE : WORK RESPONSIBILITIES THE PUBLIC WORKS AND SPATIAL PLANNING OFFICE OF LEBAK REGENCY

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ABSTRACT

This study aims to determine the effect of task complexity and self-efficacy on employee performance at the PUPR Office of Lebak Regency. The analysis examines the effect *of locus of control,* task complexity and *self-efficacy* on employee performance. The method used is a quantitative survey using *techniques* path analysis data processing. The population in this study were employees of the Public Works and Public Housing Service who were registered in the employment data as many as 87 people. Sampling uses a simple random technique, where the sample is selected at random, regardless of the population level, all elements in the population have an equal chance, so that they can be selected as subjects. The results of the study found that the PUPR Office of Lebak Regency needs to consider employee responsibilities, employee trust, and provide complex assignments as part of efforts to improve employee performance. This can be seen from the direct positive and significant influence of locus of control and task efficacy on self-efficacy and employee performance. Another finding is that there is an indirect effect of task complexity and locus control *on employee performance through* self-efficacy. There is a positive and significant indirect effect of locus of control and task efficacy on employee performance, this indicates that an increase in the locus of control and task complexity will result in an increase in employee performance.

Keyword: Locus of control; task complexity; self efficacy; employee performance.

INTRODUCTION

Employee performance is part of the main theme contained in the study of organizational behavior. In the organization, employee performance plays a very important role, namely as the main requirement for achieving the goals of an organization. To achieve its goals, the organization needs professional and high-performing employees in accordance with the vision and mission of the organization. according to (Armstrong, 2009) Performance is a form of work output that strongly interacts with the organization's strategic planning, the level of customer satisfaction, and making an economic contribution. Individual performance is shown through a series of positive and negative behaviors that will contribute to organizational goals (Colquitt et al., 2019). Competence, Leadership, and Motivation simultaneously have a positive and significant effect on employee performance where the employee's performance itself is supported by empowerment and work involvement employee in an organization (Susanto & Yuliana, 2021). Results Education empirical Susanto & Yuliana, (2021), reinforce the research results of Silalahi & Sembiring,(2020) that employee empowerment and job involvement will directly impact employee performance.

Activities of the Lebak Regency PUPR Office in 2019 (Table 1.) Presenting performance according to the level of achievement of strategic targets. 5 (five) of the 5 (five) efficiency indicators are known to have failed to reach the level set out in the 2019 PUPR Work Agreement. The SAKIP score obtained is as follows:esar 69.86 of the target of 72 with a budget realization of 82.03 percent. As opinion(Tosi, 991) that performance can be measured with the following dimensions:

Table 1. Performance Dimension

No	Employee Performance Dimension	Target %	Achievements %	Data source
1	**Work Productivity**			
	Road and Bridge Construction	100	82.0	LAKIP 2019
	Road and Bridge Rehabilitation/Maintenance	100	83.1	LAKIP 2019
	Improvement of Community Facilities and Infrastructure	100	84.0	LAKIP 2019
	Rural Infrastructure Development	100	87.4	LAKIP 2019
	Spatial Planning	100	91.0	LAKIP 2019
	Regional Infrastructure and Natural Resources Planning (PPWSDA)	100	87.3	LAKIP 2019
2	**Quality**			
	Employee Performance Achievements	100	96.5	SKP
	Activity Monitoring and Evaluation	100	92.0	Performance Agreement
3	**Punctuality**			
	Planning	100	94.8	LAKIP 2019
	Implementation	100	95.0	LAKIP 2019
	Reporting	100	96.9	LAKIP 2019
4	**Working Time Productivity**			
	Presence	100	95.0	SKP
	Discipline	100	87.5	SKP
5	**Cooperative relationship**			
	Teamwork	100	89.9	SKP
	Obedience	100	86.4	SKP

Source : PUPR Office of Lebak Regency (data processed for research purposes).

At that time, reporting of results was very necessary in the management of public administration and the implementation of various government policies that focused on efforts to increase public trust and achieve good local government management. based on observation on data table 1, that there is a number of planning which not yet could realized with maximum, Thing this give reflection that many factor which influence performance employee on Service PUPR district Lebak on year 2019, more Specific factor which meant could categorized as as factor determinant which have influence big especially on performance employee could observed from SKP individual employee which rated by direct by leader organization, results observation on employee Service PUPR district Lebak that is the impact of locus of control, task complexity and self-efficacy is significant on employee performance in 2019.

Control center (LOC) is a measure of understanding that a person has control over his or her role (Robbins, 1994). according to(Flamer, 2015) location of control (LOC) is an individual's view of a behavior, whether it is controllable or not (Heywood et al., 2017) shows that management is positive and significant on employee performance.

The problem faced by civil servants in terms of locus of control is that it is more difficult for employees to deal with declining results (Heywood et al., 2017). This is because there are some employees who are less active, resulting in their work not being oriented to task productivity. . (Li et al., 2015) states that success depends on the type of person. In other words, those who have an internal control center are task oriented and improve their work/performance.

Regardless of the location of the inspection, many factors can affect the performance

of public officials in improving public services. The first is the complexity of the tasks that each individual performs. It provides the complexities of custom mindbox activities to interpret and respond to successes and failures(Leuthold et al., 2011) and individual differences (Zweig & Webster, 2004). Recent research (Porathe & Rødseth, 2019) focuses on three goal-oriented dispositional dimensions: learning, approach to performance, and performance avoidance, and focus on approach and performance orientation affects performance efficiency(Pandey & Tomar, 2012).

(Vande Walle & Donckerwolcke, 2001) shows that the complexity of the job/task is related to employee performance. Similar to(Cobb-Clark et al., 2016) which identifies the complex tasks associated with positive research. However, goal-setting practices and work complexity were associated with negative performance when performance goals were associated with work complexity that was less likely to produce individual outcomes.

In addition to locus of control, there are other factors that affect the work of civil servants, namely the complexity of the task. (Leuthold et al., 2011) stated that task complexity has a significant impact on efficiency. The results of this study are in line with research (Ahangari & Abdi, 2011), who stated that task complexity had a significant impact on academic achievement in Iranian universities. There is still not a maximum clear division of tasks and authorities between agencies, so that the implementation is less effective. This is one of the problems that often occurs in government circles (Gruman & Saks, 2011) complexity Duty give impact to efficacy self which have confidence which tall will do his job but otherwise if employee which feel herself not yet convinced to ability complete her job will impact bad so that many employee which decide for choose go out from her job (Drago et al., 2018) employee which oriented on aim organization will have spirit which tall compared they which only perceive work just fulfil needs organization just (Li et al., 2015).

From results observation Writer, found problems which often happen and very influence to performance as; low trust and confidence self from employee in Thing doing Duty and profession which done, low responsibility discipline, lack of coordination which done to Duty and responsibility, as well as complexity Duty, where leader tend assign profession without see potency, ability and chance to employee which other.

This research is related to behavior, where the scope of work at the Lebak Regency Public Works and Spatial Planning Service (DPUPR) most of the budget used is for infrastructure development and maintenance activities which implement these activities by third parties. So the behavior of employees / employees is very influential on the role they will perform, which affects the quality and quantity of development. This motivates researchers to conduct tests on several factors that affect employee performance. The factors that will be tested are the influence of locus of control, self-efficacy, and task complexity on the performance of employees at the PUPR Office of Lebak Regency.

*locus of control (LOC)*is a person's intention to control himself in believing efforts and efforts to maximize a task process and focus on the process of success with a high level of confidence. (Rubin, 2009) explained that Locus of control (LOC) is a perception individual about the causes of success or failure in carrying out their job duties.

the locus of control (LOC) concept proposed by(Rotter, 1975) provides insight into a person's beliefs in the determinants of behavior. according to (Cobb-Clark et al., 2016) Locus of control is interpreted as a person's personal tendency to have confidence that he is able to control events in life (internal) or that control of events is outside of oneself (external). Research result(Drago et al., in Journal of College Student Retention: Research, Theory and Practice, Vol.19. No.4. pp.433-451. January 19, 2018. published by: Sage Publication.Ltd. with the title: Effects of Locus of Control, Academic Self-Efficacy, and Tutoring on Academic Performance). Then(König et al., in Economic and Industrial Democracy, Vol.31. No.2. pp.231-247. 24 April 2010. Published by: Sage Publication.Ltd. with the title: Examining occupational self-efficacy, work locus of control and communication as moderators of the job insecurity-job performance relationship). Stating that employee performance has been shown to be moderately hampered by job insecurity. Based on the theory of resource conservation, this study examines three possible resources, namely self-efficacy, locus of control and communication that moderates negative perceptions of job insecurity with performance relationships. Analysis of the Swiss big data set revealed two significant interaction effects, namely the higher the work comfort, the less influence of LOC (locus of control) and perceived communication on employees' working conditions. This suggests that perceived control of information and communication can be a resource that can only operate positively in situations of job insecurity.

Task complexity is a person's psychological state towards his responsibilities which is formed from knowledge and beliefs based on integrity in behavior that demonstrates fairness and organizational policies with positive expectations and interests (reciprocal activity) evidence of maintaining trust will result in being trusted. Task complexity provides the mental structure/framework that people use to interpret and respond to aspects of one's successes and failures.(Leuthold et al., 2011) and

individual/personal differences that are useful for building an understanding of learning outcomes, training and achievement (work outcomes) (Chein & Morrison, 2010). Task complexity also gives a dimension to a person's belief in achieving goals, self-efficacy in a person is born from the perception of individual judgments on the complexity of the tasks performed,(Bakker et al., 2012)explain the complexity of the task can also affect the performance of the decision. The task becomes more complicated when there are inconsistencies in the information obtained and the decision maker is not able to integrate concrete clues.(Zhang et al., 2013).Study (Hrem et al., in Academy of Management Review, Volume. 40. Number.3. pp.446-460. March 2015. published by: Elsevier.Ltd. with the title: Task complexity Extending a core concept). Testing is carried out through the assumptions from the ongoing theory in order to update and further develop the task complexity concept to cover the tasks with multiple actors at the analysis level. The concept of tasks could be represented as networks or series of information cues and necessary actions which are operated and performed by particular actors.

The computational path within the task network gives a task complexity index which not only consolidate knowledge from organizational research but is also more consistent with contemporary complexity science than past methodologies and could better mirror the exponential state of the phenomenon. Task complexity through this revised concept could well be adopted as an independent or dependent variable used to compare between the idealized task descriptions and the actual observed task descriptions. Then research(Beattie et al., in Psychology of Sport and Exercise, Volume 15. Number 6. pp. 605-610. 08 July 2014. published by: Elsevier. Ltd. with the title: Examining the moderating effects of time on task and task complexity on the within person self efficacy and performance relationship). This study examines a couple of moderating variables which could affect how self-efficacy influence performance. These moderating variables are the time spent and the complexity of the task. In order to investigate the relationship among the individuals and between the groups, Multilevel Analysis was performed. The study was conducted in 4 sessions over 2 days (completed a total of 800 putts). Each of the session contains 10 trials of 20 putts. As subjects, the golfers are divided into two different conditions; first is the stable task conditions with constant task requirements over time, second is dynamic task conditions with changing task complexity over time. In the first 10 trials (i.e. initial learning) it was found that self-efficacy has a slight negative influence on performance. Nevertheless, a contrast was found on the 40 trials where performance was actually positively influenced by self-efficacy. Furthermore, the different task conditions (stable vs. dynamic) were seen to have a significant interaction. Under easy working conditions, it was found that self-efficacy increased although not significantly. However, in terms of diligent study or dynamic learning, self-efficacy was found to significantly and positively impact success. The conclusion that could be drawn is that past examinations for individual self-efficacy correlation tended to limit the learning to maximum of 10 trials. The study done in this paper is the primary study to test the correlation between self-efficacy and the outcome performances through task experience and the time spent on conducting the task (task complexity) simultaneously. It was found that studying the task longer and varying the task complexity level could have a positive impact on learning with a small (although not significant) improvement on self-efficacy. The study done in this paper is the primary study to test the correlation between self-efficacy and the outcome performances through task experience and the time spent on conducting the task (task complexity) simultaneously. It was found that studying the task longer and varying the task complexity level could have a positive impact on learning with a small (although not significant) improvement on self-efficacy. The study done in this paper is the primary study to test the correlation between self-efficacy and the outcome performances through task experience and the time spent on conducting the task (task complexity) simultaneously. It was found that studying the task longer and varying the task complexity level could have a positive impact on learning with a small (although not significant) improvement on self-efficacy. The study done in this paper is the primary study to test the correlation between self-efficacy and the outcome performances through task experience and the time spent on conducting the task (task complexity) simultaneously. It was found that studying the task longer and varying the task complexity level could have a positive impact on learning with a small (although not significant) improvement on self-efficacy. The study done in this paper is the primary study to test the correlation between self-efficacy and the outcome performances through task experience and the time spent on conducting the task (task complexity) simultaneously. It was found that studying the task longer and varying the task complexity level could have a positive impact on learning with a small (although not significant) improvement on self-efficacy. The study done in this paper is the primary study to test the correlation between self-efficacy and the outcome performances through task experience and the time spent on conducting the task (task complexity) simultaneously. It was found that studying the task

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Performance is all employee behavior both positive and negative that contribute to organizational achievement (Colquitt et al., 2019). Performance relates to quality, efficiency and effectiveness (Ivancevich et al., 2014). Problems faced by Civil Servants (PNS) related to locus of control, namely employees tend to be less able to overcome the decline in performance results (Heywood et al., 2017). As well as (Rubin, 2009) which gives an interpretation of LOC (Locus of control) is a person's perspective on the causes of success or failure in carrying out his job duties. Then(Crider, Cobb-Clark et al., 2016) said that there are behavioral differences between LOC (locus of control), internal and external, where people with internal control, ability and effort factors dominate, so that individuals experience failure. .and blame themselves for their lack of effort. Likewise, their success will make them proud of their hard work. On the other hand, people with external control see success and failure in terms of adversity and fate, so that when they experience failure they blame the environment. This certainly affects future activities, because they feel incompetent and powerless, so they have no hope of resolving these failures. Management must evaluate the performance of each individual organization to ensure each behavior contributes to the achievement of the goals that have been set by applying a locus of control. Against unfavorable behaviors, management needs to make policies that direct behavior back on the path of achieving goals, this is because task performance is based on behavior aimed at individual voluntary goals that contribute to the achievement of organizational targets.(McShane & Glinow, 2018). In accordance with research results (Heywood et al, in the Journal of Economic Behavior & Organization, Volume 17. Nomoth 5. 23 June 2017 published by: Elsevier.Ltd with the title: Locus of Control and Performance Appraisal. From the research, it shows that West German workers with internal locus of control work with performance appraisals. The assessment gives workers the confidence that management controls the organizational environment which is a tool to achieve the goals of the organization's efforts. We confirm workers are risk tolerant and can choose jobs with strict performance appraisals. The relationship between variables states that the effect of LOC (locus of control) has a significant and significant effect on performance achievement in West Germany.

Performance relates to records resulting from employee behavior within a certain time span related to organizational goals. Therefore, kIndividual performance is defined as the evaluative and episodic behaviors that a person adopts towards his or her job, as a result of his/her cognitive abilities, personality and experiences, which provide value to the organization. (Carlos & Rodrigues, 2016). Because performance can be measured from the results of organizational assessments, in achieving the planned goals, the distribution of responsibilities is also needed to adjust the responsibilities and needs of employees, task complexity is often associated with factors that can affect performance, as explained by(Chein & Morrison, 2010)which states that inappropriate decisions on the division of tasks have an impact on optimizing employee performance. The complexity of the task or redundant task is born from conditions that are less effective and the structure is not strong, both in mandatory work and additional tasks (Chein & Morrison, 2010)on the unstructured task so that it creates confusion, cannot identify existing solutions, so that the output is unpredictable and cannot obtain data. then, conclude that increasing the complexity of a task or system, will result in task success. Furthermore(Bakker et al., 2012) explains that in a decision is strongly influenced also by the complexity of the task.(Gruman & Saks, 2011) he said the complexity of employee tasks can be used as a tool to improve the quality of work. This can affect employees in achieving work results. Characteristics of unstructured tasks affect employee/employee appraisal(Chein & Morrison, 2010). While in research (Pieschl et al., 2012) The complexity of the task has a positive and significant effect on the performance of employees/employees and gives the meaning: management in organizations/agencies must re-evaluate the division of tasks and workloads entrusted to employees. It will be more difficult to perform a task if there is no consistency of information obtained from decision makers that cannot cover certain indicators.(Zhang et al., 2013) The more difficult the task, the more errors that can occur due to the complexity of the task, so employees feel pressured to have a difficult/complex task that can

affect poor performance results.(Pieschl et al., 2012).

Employee/Employee performance is behavior that contributes to organizational achievement targets including job performance, adaptive results, and contextual results. according to(McShane & Glinow, 2018, p. 32) individual performance is affected by motivation, ability, role perceptions and situational factors. The strongest factor in a person that affects the direction, energy and endurance achieved towards a certain goal is called motivation. Ability includes the individual's innate talent that is learned which is needed to achieve success in completing tasks. In addition to motivation and ability, employees also need accurate perception, referring to how clearly people understand their job duties so that their work can be done well. In addition to these three factors, individual performance also depends on situations which are contexts beyond the direct control of the employee/employee.(Na-Nan et al., 2018)stated that the performance indicators are the quality of work, the volume of work and the length of time doing the work. Quality of work refers to the ability to meet the established standards and criteria in terms of the products and services, as well as other processes such as procurement, production, quality control, and delivery. It could also be used as the determinant for control and quality in the inspections. Job quantity could be defined as the units of output generated by employee activities, for examples: sales figure, product quantity, and even waste quantity. Lastly, working time refers to how much time needed to finish activities related to the execution of tasks.

Self-efficacy is the belief of an individual in which he has the determination that he can successfully carry out certain behaviors needed to produce in accordance with the targeted goals. (Bandura, 1977). In day-to-day life, effectiveness is crucial. If someone feels self-sufficient, they can utilize their potential to the fullest (Rustika, 2016). Self-efficacy is an individual's self-confidence regarding the level of ability to structure, complete work tasks, achieve goals, get things and practice actions to achieve an ability. For example(Santrock, 2007) defines (self-efficacy) is a person's belief in his ability to be able to master the situation and produce profitable things. While failure can erode trust, success can help people develop strong self-confidence (Hendricks, 2016).

Study (Drago et al., in the Journal of College Student Retention: Research; Theory and Practice, Volume 19. Number 4. pp.433-451. January 19, 2018. published by: Sage Publication.Ltd. with the title: Effects of Locus of Control, Academic Self-Efficacy, and Tutoring on Academic Performance). Which investigates the relationship between locus of control (LOC), academic self-efficacy (ASE), and academic achievement, and whether these variables influence each other. The study population consisted of students enrolled in a public university middle class in the northeastern United States, before and after tests as part of a causal-comparative, experimental research design. The results of this study indicate that locus of control, tutoring, gender, and self-efficacy measures identified as self-assurance have a positive and significant effect on academic performance as measured by students' total mean scores. However, tutoring had no effect on locus of control but had only a small moderating effect on one component of self-efficacy.

(Niu, 2010)states that self-efficacy is the result of the interaction between the external environment, adaptation mechanisms and personal abilities, experience and education. Different from the idea/opinion(Stipek, 2001 in Santrock, 2007)emphasizes that self-efficacy is a person's belief in his abilities. As research(Schmidt & DeShon, in Journal of Applied Psychology, Vol.95. No.3. pp. 572-581. March 2010. Published by: Elsevier.Ltd. with the title: The Moderating Effects of Performance Ambiguity on the Relationship Between Self-Efficacy and Performance). In the current study, performance ambiguity was examined as a potential limitation on the conditions for negative effects of self-efficacy. As hypothesized, self-efficacy is negatively related to subsequent performance under conditions of high ambiguity and has a positive relationship to performance. In addition, this study evaluates the main mediating processes underlying the relationship between self-efficacy and performance, finding support for the role of perceived performance and effort allocation. The results of this study found that self-efficacy has a positive and significant effect on performance.

METHODS

Methodology is the scientific framework for systematic research; mechanisms, types and procedures applied by the authors of the disciplines; methodological research or theoretical analysis; or managing knowledge to form logical branches of general principles (Juliansyah Noor, 2011). This study uses quantitative methods with regression analysis. The size of the population in the research object is 87 employees of the PUPR Service who are registered in the personnel data. The technique used in this study is a simple random sample (Juliansyah Noor, 2011). The number of samples is determined by the Slovin formula, and the error rate is 5%, so that the total sample obtained is 72 respondents.

RESULT AND DISCUSSION

Testing Data Analysis Requirements

Test of data analysis requirements is needed to find out whether data analysis for hypothesis testing can be continued or not. In this study, the tests used were the normality test of the data and the linearity test between variables.

Normality test

The normality test was conducted to determine whether the data were taken from a population that was normally distributed. This test is a requirement before performing linear regression analysis, with the Kolmogorov-Smirnov test method obtained the following results:

Table 2. Normality Test Results

	asymp. Sig. (2-tailed)
Locus of Control	0.732
Task Complexity	0.845
Self Efficacy	0.794
Employee Performance	0.664
N = 72	

Source: Data processed from SPSS 20

Linearity Test Between Variables

The linearity test aims to determine whether two variables have a significant linear relationship. This test is a requirement before performing linear regression analysis.

Table 3. Linearity Test Results between variables

	F count	Deviation From Linearity
Self Efficacy on Locus of Control	1.360	0.194
Self Efficacy on Task Complexity	1.423	0.156
Employee Performance on Locus of Control	0.748	0.740
Employee Performance on Task Complexity	0.648	0.856
Employee Performance on Self Efficacy	0.921	0.555
N = 72		

Source: Data processed from SPSS 20

a) Linearity of X3 over X1

Based on the table of linearity test results between variables above, it is known that the Fcount value of 1.360 is smaller than the Ftable value (0.05;3;69) of 2.740. Furthermore, the deviation from linearity value is 0.194, which is greater than 0.05. So based on the two reference values, it can be concluded that there is a linear relationship between the self-efficacy variable (X3) and the locus of control variable (X1).

b) Linearity of X3 over X2

Based on the table of linearity test results between variables above, it is known that the Fcount value of 1.423 is smaller than the Ftable value (0.05;3;69) of 2.740. Furthermore, the deviation from linearity value is 0.156, which is greater than 0.05. So based on the two reference values, it can be concluded that there is a linear relationship between the self-efficacy variable (X3) and the task complexity variable (X2).

c) Linearity of Y over X1

Based on the table of linearity test results between variables above, it is known that the Fcount value of 0.748 is smaller than the Ftable value (0.05;3;69) of 2.740. Furthermore, the deviation from linearity value is 0.740 which is greater than 0.05. So based on the two reference values, it can be concluded that there is a linear relationship between the employee performance variable (Y) and the locus of control variable (X1).

d) Linearity of Y over X2

Based on the table of linearity test results between variables above, it is known that the Fcount value of 0.648 is smaller than the Ftable value (0.05;3;69) of 2.740. Furthermore, the deviation from linearity value is 0.856, which is greater than 0.05. So based on the two reference values, it can be concluded that there is a linear relationship between the employee performance variable (Y) and the task complexity variable (X2).

e) Linearity of Y over X3

Based on the table of linearity test results between variables above, it is known that the Fcount value of 0.921 is smaller than the Ftable value (0.05;3;69) of 2.740. Furthermore, the deviation from linearity value is 0.555 which is greater than 0.05. So based on the two reference values, it can be concluded that there is a linear relationship between the employee performance variable (Y) and the self efficacy variable (X3).

F test and t test

Substructure 1

Table 4 Self Efficacy Factor

Self Efficacy Factor	β	t	Sig.
Locus of Control	0.284	2,371	0.021
Task Complexity	0.398	3,326	0.001
R			
= 0.614			
R Square			
= 0.377			
F			
= 20,893			
Sig.			
= 0.000			
N			
= 72			

Source: Data processed from SPSS 20

Based on the Fcount value of 20.893, which is greater than the value of Ftable(α;k;nk) = (0.05;2;72-2) = 3.130 and a significant value of 0.000 is less than 0.05, this indicates that simultaneously the locus of control (X1) and task complexity variable (X2) have a positive and significant direct effect on self-efficacy (X3). By paying attention to the R Square value of 0.377, this means that simultaneously the influence of locus of control (X1) and task complexity (X2) on self-efficacy (X3) is 37.7% while the remaining 62.3% is influenced by other factors outside this research model.

The further significance test is continued by individual testing through the statistical parameter t. Based on the output coefficients table, the calculated t value of each predictor variable is X1 = 2.371 and X2 = 3.326 which is greater than the ttable value (α/2;nk-1) = (0.05/2;72-2-1) = 1,994 and refers to the significance value of the two variables, namely X1 = 0.021 and X2 = 0.001 which is smaller than 0.05. It can be partially concluded that the locus of control variable (X1) has a positive and significant effect on the self-efficacy variable (X3), the task complexity variable (X2) has a positive and significant effect on the self-efficacy variable (X3).

These results conclude that simultaneously and partially, locus of control and task complexity can be used as predictor variables for self-efficacy. By paying attention to the beta coefficient value for X1 is 0.284 and X2 is 0.398 the empirical causal effect between variables can be described through the equation Y = 0.284X1 + 0.398X2.

a. Substructure 2

Table 5 Employee Performance Factor

Employee Performance Factor	β	t	Sig.
Locus of Control	0.285	2,644	0.010
Task Complexity	0.355	3,179	0.002
Self Efficacy	0.225	2,162	0.034
R			
= 0.735			
R Square			
= 0.450			
F			
= 26,645			
Sig.			
= 0.000			
N			
= 72			

Source: Data processed from SPSS 20

Based on the above calculation, the calculated f value (26,645) is greater than the F table value (0.05;3;72-3) = 2.740 and the significance value is 0.000 less than 0.05, this indicates that the locus of control variable is simultaneously (X1), task complexity variable (X2), self-efficacy variable (X3) have a positive and significant direct effect on employee performance (Y). Taking into account the R Square value of 0.450, this means that simultaneously the influence of locus of control (X1), task complexity (X2), self-efficacy (X3) on employee performance (Y) is 45.0% while the rest is 65.0%. influenced by other factors outside this research model.

The significance test was followed by individual testing through the statistical parameter t. Based on the output coefficients table, the calculated t value of each predictor variable is X1 = 2.644, X2 = 3.179, and X3 = 2.162 where the t-value of the three variables is greater than the ttable value (α/2;nk-1) = (0 0.05/2;72-3-1) = 1.995 and refers to the significance value of the three variables, namely X1 = 0.010 X2 = 0.002 X3 = 0.034 which is smaller than 0.05. It can be partially concluded that the locus of control variable (X1) has a positive and significant effect on the employee performance variable (Y), the task complexity variable (X2) has a positive and significant effect on the employee performance variable (Y), self efficacy (X3) has a positive and significant effect. Employee performance (Y).

These results conclude that simultaneously and partially, locus of control, task complexity and self-efficacy can be used as predictor variables for

employee performance. By considering the beta coefficient value for X1 is 0.285, X2 is 0.355, and X3 is 0.225 the empirical causal effect between variables can be described by the equation Y = 0.285X1 + 0.355X2 + 0.225X3.

Path Coefficient

The path coefficient values in this study are as follows:

a. Direct Effect

- The influence of the locus of control variable on the self-efficacy variable:
  (X1 → X3) = 0.284
- The effect of the task complexity variable on the self-efficacy variable:
  (X2 → X3) = 0.398
- The influence of the locus of control variable on employee performance variables:
  (X1 → Y) = 0.285
- The effect of the task complexity variable on the employee performance variable:
  (X2 → Y) = 0.355
- The influence of the self-efficacy variable on the employee performance variable:
  (X3 → Y) = 0.225

b. Indirect Effect (Indirect Effect)

- The influence of the locus of control variable on employee performance through self-efficacy:
  (X1 → X3 → Y) = 0.284 x 0.225 = 0.509
- The influence of personality variables on employee performance through work motivation:
  (X2 → X3 → Y) = 0.398 x 0.225 = 0.623

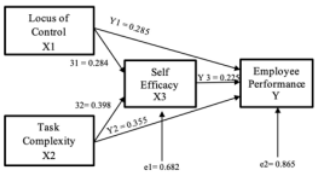
The summary of the path coefficient, direct effect, indirect effect, and the total effect of locus of control (X1), task complexity (X2), self-efficacy (X3) on employee performance (Y) are as follows:

Table 6 Summary of direct and indirect effects

Variable Effect	Direct	Indirect (via X3)	Total
(X1 → X3)	0.284	0	0.284
(X2 → X3)	0.398	0	0.398
(X1 → Y)	0.285	0.509	0.794
(X2 → Y)	0.355	0.623	0.978
(X3 → Y)	0.225	0	0.225

Source: Data processed from SPSS 20

Based on the empirical data generated in this study, the theoretical model becomes:



Picture 1 Empirical Causal Model

CONCLUSION

Locus of control (LOC) was found to have a significant and direct positive impact on self-efficacy (Flamer, 2015; Heywood et al., 2017). This suggests that employees who are highly confident in their ability to complete their tasks will result in increased confidence in high performance in the organization. Task complexity was found to have a significant and direct positive impact on self-efficacy (Heywood et al., 2017; Y. Li et al., 2015);. This shows that management improvements regarding task complexity will result in increased employee behavior and confidence in carrying out their duties (Leuthold et al., 2011; Zweig & Webster, 2004; Porathe & Rdseth, 2019). Locus of control was found to have a significant and direct positive impact on employee performance. This indicates that an increase in locus control will result in an increase in employee performance (Pandey & Tomar, 2012; Vande Walle & Doncker Wolcke, 2001; Cobb-Clark et al., 2016). Task complexity was found to have a significant and direct positive impact on employee performance (Leuthold et al., 2011; Ahangari & Servant, 2011; Gruman & Saks, 2011). This shows that an increase in task complexity will result in an increase in employee performance. trust in gadgets, and provide complex tasks as part of efforts to improve employee performance (Y. Li et al., 2015; Drago et al., 2018).

From the description above, it is very clear that problems that often occur and have a serious impact on work, such as: low self-confidence and self-confidence of employees in carrying out their duties, professions, low discipline of responsibility, lack of coordination of tasks, complex tasks in which managers assigning activities to other employees without understanding their potential, skills, and abilities will result in low employee (Bakker, Demerouti, et al., 2012; Colquitt et al., 2019; Heywood et al., 2017).

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