



Influencelocus of Controlself Efficacy and Job Satisfaction on Organizational Citizenship Behavior

Yennita¹, Hendrik Irawan², Yulina Eliza^{3*},

^{1,2,3}, Sekolah Tinggi Ilmu Ekonomi KBP, West Sumatera, Indonesia

*Corresponding: yulinaeliza@akbpstie.ac.id

DOI: <https://doi.org/10.54099/aijbs.v5i1.1329>

ARTICLE INFO

Research Paper

Article history:

Received:12 February 2025

Revised:15 April 2025

Accepted: 5 May 2025

Keywords:Locus Of Control, Self Efficacy, Job Satisfaction, Organizational Citizenship Behavior

ABSTRACT

The purpose of this study is to test and analyze the influence of Locus of Control, Self Efficacy and Job Satisfaction on Organizational Citizenship Behavior atto XYZ employees. The population in this study were all XYZ employees totaling 40 people. The sample in this study used saturated sampling totaling 40 people. The data collection technique in this study used observation and questionnaire techniques. Data processing in this study used the IBM SPSS Statistics 25 software program. The results of this study prove that Locus Of Control is significant to Organizational Citizenship Behavior; Self Efficacy is significant to Organizational Citizenship Behavior; Job Satisfaction is significant to Organizational Citizenship Behavior; Locus Of Control, Self Efficacy and Job Satisfaction simultaneously to Organizational Citizenship Behavior.

This work is licensed under a Creative Commons Attribution-Non Commercial 4.0 International License.

INTRODUCTION

A good organization is an organization that strives to improve the capabilities of its human resources because this is an important factor in improving employee performance. Performance in the role of measuring employees in carrying out their work and their existence is responsible for their work in order to obtain the results they want to achieve. Organizational Citizenship Behavior is generally associated with increased efficiency and profitability, innovation and process improvement, and most importantly, customer satisfaction and retention, and most importantly, the ability of employees to cope with some organizational uncertainties (Jha & Jha, 2010). The first factor that influences Organizational Citizenship Behavior is job satisfaction. Job satisfaction reflects a person's feelings about their work which can be seen from the employee's attitude towards work and everything in the work environment (Adhan et al., 2020). Another factor that influences Organizational Citizenship Behavior is Locus of Control. The center of control is important because a person's performance control produces performance that is measured based on quality, quantity, timeliness, independence and commitment. This belief is called Locus of Control. Furthermore, the factor that influences the emergence of Organizational Citizenship Behavior is intrinsic motivation. Every employee must know the basic principles of what is being done so that they can understand

what is produced from what is being done. Motivation does not only come from the leader (extrinsic) but also from within the employee (intrinsic) which is used to facilitate existing work, with motivation from themselves and the leaders of the employees, the goals desired by the agency can be achieved well, so that employee performance increases (Widyaputra & Dewi, 2018).

One of the factors that influence the emergence of Organizational Citizenship Behavior (OCB) is Self Efficacy. Individuals who have a level of Self Efficacy that does not give up easily will experience less self-doubt and enjoy new activities that will be more challenging, because the higher the Self Efficacy a person has, the more confident he is in his ability to get the best results from his work, and the higher the chances of advancing or succeeding (Ghufron & Risnawita, 2017). Based on the observations and interviews conducted by the author, it can be seen that there are problems with Organizational Citizenship Behavior that cause a decline in XYZ employee performance. Where low Organizational Citizenship Behavior is found in employees who often complain, lack enthusiasm and have no ethical responsibility and the ineffectiveness of an organization. Of course, such employees cannot support the company's performance. The phenomenon of problems in the Youth and Sports Service that caused the decline in the performance of employees of the Youth and Sports Service of North Sumatra Province is the low level of Organizational Citizenship Behavior among employees. Organizational Citizenship Behavior that reflects an attitude of commitment to the organization is very important to support the effectiveness of the program and achieve organizational goals. The higher the level of Organizational Citizenship Behavior in employees, the more maximum influence what they do will have on the organization.

LITERATURE REVIEW

• Organizational Citizenship Behavior (OCB)

*Organizational*Citizenship Behavior (OCB) is a concept developed in the last two decades. Organ said that the concept of organizational citizenship behavior was originally developed by Barnard in 1938 as "the desire to cooperate", then there is the concept of organizational citizenship behavior, behavior shown by employees in formal organizations. Usually, it is shown through the job description that is his responsibility, so that good and bad staff can be determined completely by the job description. This is called role-behavior (Dyne et. al, 1994). However, to support the success of tasks in the organization, employees are expected to work not in their respective tasks, but they are needed to work extra roles more than their formal job descriptions (extra-role behavior). This is called organizational citizenship behavior (Smith et. al, 1983).

The effectiveness of an organization is largely determined by the behavior of the individuals within it. This behavior does not only include in-role behavior, but is expected to be more but it is expected to bring out more extra-role behavior from the individual. Extra-role behavior is often referred to as Organizational Citizenship Behavior (OCB). Researchers use different terms in referring to OCB. Some researchers call OCB as Extra-role Behavior (Pearce & Gregersen, 1991; Wright, et al., 1993), and some researchers emphasize OCB as extra-role (Bateman & Organ, 1983; Smith et al, Dyne et al, 1994). However, all of them lead to the same understanding, namely the behavior of workers who work not only on what is their job (in-role). OCB is worker behavior that exceeds their formal duties and contributes to organizational effectiveness (Smith et al, 1983). The fundamental difference between in-role and extra-role behavior is in the reward. In-role behavior is usually associated with rewards and sanctions (punishments), while in extra-role it is usually not associated with rewards and the behavior carried out by individuals is not organized in the rewards to be received (Dyne, et al., 1994). There are no additional incentives given when individuals behave extra-role. Organ (2006), also noted that Organizational Citizenship Behavior (OCB) was found as an alternative explanation to the "satisfaction based on performance" hypothesis. Organ (2006), stated that this definition is not supported by sufficient explanation, "job role" for someone is dependent on expectations and communication with the sender of the role. This definition of role theory places OCB or ERB in phenomenological realism, unobservable and highly subjective. This definition also assumes that the actor's intention is to benefit the organization.

- **Locus Of Control**

The concept of Locus of control was first put forward by Rotter in 1954, a social learning theorist. Rotter published his article in 1966 in *Psychological Monographs* which states that locus of control is one of the personality variables, which is defined as an individual's belief in the ability to control their own destiny. The concept of locus of control used by Rotter has four basic concepts, namely: behavioral potential, expectations, reinforcing element values and psychological atmosphere (Istijanto, 2008). Behavioral potential is every possibility that relatively appears in a certain situation, related to the desired results in a person's life. Expectations are a possibility of various events that will appear and be experienced by a person. Reinforcing element values are choices of various reinforcement possibilities for the results of several reinforcements of other results that can appear in similar situations. While psychological atmosphere is a form of stimulation both internally and externally received by a person at a certain time, which increases or decreases expectations for the emergence of highly expected results.

According to Kreitner and Kinicki (2003), locus of control describes an individual's belief that they can influence events related to their lives. In this study, locus of control is operated as an internal-external locus of control construct that measures a person's belief in events that befall their lives. Furthermore, it is also explained that locus of control influences employees in their attitudes and behaviors. There are two types of locus of control, namely internal and external, so that two employees with different locus of control will also have different views. Employees with internal/internalizer locus of control assume that the causes and effects of an event are under their control. These employees feel that their lives are controlled by their own behavior, skills and abilities.

Individuals who have an internal locus of control according to Kreitner and Kinicki (2003), like things that are competitive, like to work hard, feel pressed for time and always want to try to be better than before. Therefore, they will have less feelings of restlessness, worry or anxiety about the problems they face. On the other hand, someone who has an external locus of control feels less able to deal with the problems that arise in themselves. Luthans (2006) stated that by using locus of control, work behavior can be explained through employee assessments of their results when controlled internally or externally. Rivai (2009) explained that a number of studies found that externalizers generally feel less satisfied with their positions, have high absenteeism rates, are more alienated at work and are less involved in jobs than internalizers. Mitchell et.al. (1975) in Nawawi (2008) found that employees who are internally controlled will be more satisfied with their jobs, will be more likely to be in managerial positions, and are more satisfied with participatory management styles than employees who are externally controlled.

Job satisfaction

In determining the benchmark in job satisfaction, theories are needed as a reference that can explain a person's behavior in job satisfaction. Theory can be used as a basic consideration in assessing employee behavior in satisfaction and dissatisfaction with their work. According to Mangkunegara (2013), there are six theories about job satisfaction, namely: a. Equity Theory In the balance theory which is the benchmark in job satisfaction by comparing the values that support the implementation of work as input and the values felt by employees as outcomes. b. Discrepancy Theory Discrepancy theory argues that measuring satisfaction can be done by calculating the difference between what should be received and the reality felt by employees. c. Need Fulfillment Theory Need fulfillment theory argues that employee job satisfaction depends on whether or not employee needs are met. d. Social Reference Group Theory According to the group view theory, employee job satisfaction does not depend on needs alone, but is very dependent on the views and opinions of groups that employees consider as reference groups. e. Herzberg's Two Factor Theory.

METHOD

This research is a quantitative research that is causative in nature where it speaks with numbers and sees the influence between independent variables and dependent variables (Sugiyono, 2012). In this study, the researcher wants to see the influence of Locus Of Control, Self Efficacy and Job Satisfaction on Organizational Citizenship Behavior on CIMB Niaga Padang Branch employees and a sample of 40 employees. To test the hypothesis using Multiple Linear Regression Analysis with the IBM SPSS Statistics 25 software program

Multiple linear regression analysis is a statistical technique used to determine how much influence several independent variables have on the dependent variable. The purpose of using multiple regression analysis in this study is to determine the effect of locus of control and self-efficacy on OCB with the following equation.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

RESULTS AND DISCUSSION

A hypothesis is a precise, testable statement about what the researcher predicts will be the outcome of a study. Hypotheses typically involve proposing a relationship between an independent variable (what the researcher changes) and a dependent variable (what the study measures). A hypothesis is an assumption about the logical relationship between two or more variables which is expressed in the form of a statement whose truth needs to be tested (Sekaran, 2006).

• The Influence of Locus of Control, Self Efficacy and Job Satisfaction on OCB

The hypothesis developed in this study is that locus of control and self-efficacy have a significant influence on OCB (H1 and H2).

To test this hypothesis, multiple linear regression analysis is used. Multiple regression analysis is a statistical technique used to test the influence of several independent variables on the dependent variable (Sekaran, 2006). The purpose of using multiple regression analysis in this study is to see the influence of locus of control and self-efficacy on OCB.

Table 1 Results of Multiple Regression Analysis of the Influence of Locus of Control, Self Efficacy, Job Satisfaction towards OCB Partially (t-Test)

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	-14,677	3.932	-3,732	.001
	X1	.095	.032	2,991	.005
	X2	.924	.076	12.201	.000
	X3,	.258	.051	5.016	.000

a. Dependent Variable: Y

Source: Research Results

From the results of data analysis to determine the influence of locus of control (X1) and self-efficacy (X2) towards OCB (Y) obtained multiple linear regression coefficient values and interpretations as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = -14,677 + 0,095X_1 + 0,924X_2 + 0,258X_3$$

From the multiple linear regression equation above, it can be interpreted as follows:

Constant Value showsA negative constant means that Y is negative when all X are zero. The value of the locus of control regression coefficient is 0.095 with a significance level of 0.005. The significance value is smaller than alpha 0.05, thus, it can be interpreted that the locus of control variable has a positive and significant effect on OCB. Therefore, the first hypothesis (H1) of this study states that locus of control has a positive and significant effect on OCB of CIMB Niaga Padang Branch employees so that H1 is accepted. This means that there is a positive and significant influence between the locus of control variable and OCB of CIMB Niaga Padang Branch employees. The better the locus of control of an employee that can be implemented, the condition will be able to positively affect the employee's OCB. Conversely, if the locus of control in the employee is getting worse, the condition can cause the employee's OCB to be lower, assuming that other variables besides locus of control are considered unchanged.

The value of the self-efficacy regression coefficient is+ 0,924with a significance level of 0.000. The significance value is smaller than alpha 0.05, thus, it can be interpreted that the self-efficacy variable has a positive and significant effect on OCB. Therefore, the second hypothesis (H2) of this study states that self-efficacy has a positive and significant effect on OCB of CIMB Niaga Padang Branch employees so that H2 is accepted. This means that there is a positive and significant influence between the self-efficacy variable and OCB of CIMB Niaga Padang Branch employees, so if an employee's self-efficacy is better, the OCB carried out by CIMB Niaga Padang Branch employees will be better with the assumption that other variables besides self-efficacy are considered unchanged, and vice versa.

The regression coefficient value of Job Satisfaction is0,258 with a significance level of 0.000. The significance value is smaller than alpha 0.05, thus, it can be interpreted that the self-efficacy variable has a positive and significant effect on OCB. Therefore, the third hypothesis (H3) of this study states that Job Satisfaction has a positive and significant effect on OCB of CIMB Niaga Padang Branch employees so that H3 is accepted. This means that there is a positive and significant effect between the Job Satisfaction variable and the OCB of CIMB Niaga Padang Branch employees, so if an employee's Job Satisfaction is increasingly satisfied, the better the OCB carried out by CIMB Niaga Padang Branch employees will be with the assumption that other variables besides Job Satisfaction are considered unchanged, and vice versa.

Table 2Results of Multiple Regression Analysis of the Joint Influence of Locus of Control, Self Efficacy, Job Satisfaction towards OCB Partially (F Test)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	866,006	3	288,669	63,071	.000b
	Residual	164,769	36	4,577		
	Total	1030.775	39			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Source: Research Results

5. The F value was found to be63,071with a significance level of 0.000. Thus it can be concluded that the three independent variables, namely Locus Of Control, Self Efficacy and Job Satisfaction simultaneously or together have a significant effect on OCB of CIMB Niaga Padang Branch employees. so that H3 is accepted. This means that there is a positive and significant influence between all variables, namely Locus Of Control, Self Efficacy Job Satisfaction on OCB of CIMB Niaga Padang Branch employees.

Table 3Determination Results(Adjusted R Square)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.917a	.840	.827	2.13937

a. Predictors: (Constant), X3, X2, X1

6. Determination Test

Based on the independent variables consisting of 3 variables, namely Locus of Control, Self Efficacy and Job Satisfaction, the Determination used was Adjusted R Square. The Adjusted R² value was found to be 0.827 which can be interpreted that the three independent variables affect the OCB of CIMB Niaga Padang Branch employees by 82.7%. While the remaining 17.3% is influenced by other independent variables that are not included in this research model.

From the test results above, testing the first hypothesis, second hypothesis, third hypothesis and fourth hypothesis it is known that *locus of control* has a positive and significant effect on OCB, self-efficacy has a positive and significant effect on OCB, Job Satisfaction has a positive and significant effect on OCB and together locus of control, self-efficacy is significant and Job Satisfaction has a positive and significant effect on CIMB Niaga Padang Branch employees. Based on the results of the hypothesis tests that have been carried out, a recapitulation of the results of all hypothesis tests can be presented as follows:

Table 4
Summary of Hypothesis Test Results

Hypothesis	Statement	Decision
H1	<i>Locus of Control</i> has a positive influence on the OCB of CIMB Niaga Padang Branch employees	Accepted
H2	<i>Self efficacy</i> has a positive influence on the OCB of CIMB Niaga Padang Branch employees	Accepted
H3	Job Satisfaction has a positive effect on OCB of CIMB Niaga Padang Branch employees	Accepted
H4	<i>Locus of Control</i> , <i>Self-efficacy</i> and Job Satisfaction has a positive effect on OCB of CIMB Niaga Padang Branch employees	Accepted

Discussion

The discussion section is an explanation of the analysis of research results that answer questions from the formulation of problems in the research. Some of the things discussed in the discussion chapter include: Explaining how the research results have been obtained.

The Influence of Locus of Control on OCB

Based on the results of testing the first hypothesis, it is known that *locus of control* has a positive and significant effect on the OCB of CIMB Niaga Padang Branch employees. This means that the better the locus of control owned by employees, the condition will be able to positively influence the employee's OCB. Conversely, if the locus of control owned by employees is increasingly bad, the condition can cause the employee's OCB to decrease with the assumption that other variables besides locus of control are considered unchanged.

Based on the findings of this study, it can be said that the locus of control in employees is related to organizational citizenship behavior. People who have a good locus of control can seek life satisfaction through various activities at work, such as extra-role behavior/OCB.

The results of this study confirm Crider's (1983) opinion in Kustini (2006) where individuals with internal locus of control tend to assume that skills, abilities, and efforts determine what they get in their lives. While individuals who have external locus of control tend to assume that their lives are mainly determined by forces outside themselves, such as fate, destiny, luck, and other people in power. Potential behavior is every possibility that relatively appears in a certain situation, related to the desired results in a person's life. Expectations are a possibility of various events that will appear and be experienced by a person. According to Robbins (2006), the facts show that organizations that have employees who have good OCB will perform better than other organizations.

The results of this study are in line with research conducted by Elanain (2009) on employees

working in various service companies in Dubai, found the role of locus of control on extra-role behavior (OCB). The results of this study are also the same as those conducted by Susianto (2009), at the Banjarmasin Health Polytechnic, the results of the study concluded that there was a significant positive influence of LOC on organizational citizenship behavior (OCB) of employees at the Banjarmasin Health Polytechnic. Likewise, Gucl's research (2012) on employees at a private university in Turkey, found that there was a positive relationship between locus of control and OCB.

The Influence of Self Efficacy on OCB

Based on the results of testing the second hypothesis, it is known that *self efficacy* has a positive and significant effect on employee OCB at CIMB Niaga Padang Branch. This means that there is a positive and significant effect between the self-efficacy variable on the OCB of CIMB Niaga Padang Branch employees, so if employee self-efficacy is getting better, the OCB of CIMB Niaga Padang Branch employees will also be better with the assumption that other variables besides self-efficacy are considered unchanged, and vice versa. Self-confidence in an individual's ability to perform certain tasks can affect employee behavior so that it can affect organizational effectiveness, namely helping coworkers complete work and management, reducing the level of organizational resource needs for productive purposes, increasing the organization's ability to maintain human resources to adapt to the effects that organizational work is interesting. Therefore, OCB can be determined by a culture of positive views on employees.

Based on the findings of this study, it can be said that self-efficacy in employees is related to organizational citizenship behavior. People who have good self-efficacy can seek life satisfaction through various activities at work, such as extra-role behavior/OCB. This finding confirms Abdullah's opinion (2003) that belief in the ability to drive motivation, cognitive ability and take actions needed to achieve a result. Self-efficacy in an individual can influence activities and efforts made in facing difficulties to achieve and complete tasks. Individuals with high self-efficacy are able to drive motivation, cognitive ability and take actions needed to achieve a result.

The results of this study are in line with Bandura's research (1986), when receiving negative feedback, individuals who have high self-efficacy will respond by increasing effort and motivation while individuals who have low self-efficacy will tend to be inferior and cause the individual's performance to decrease. So from the opinion above, it can be concluded that individuals with high self-efficacy will experience a high level of job satisfaction, while individuals with low self-efficacy will experience a low level of job satisfaction. Likewise, research conducted by Beauregard (2012) on public sector workers in the UK found that self-efficacy also predicted greater participation in OCB but only in male employees, female employees appeared to undertake OCB regardless of how confident they felt they could successfully undertake OCB. Also found results that same as Sahertian's research (2010) on employees who occupy supervisor positions to Chief Manager at PT. Bank Central Asia Kanwil VII Malang which found that self-efficacy has a significant influence on OCB. Also research conducted by Judge et al (2001), the results of the study showed that someone who has high self-efficacy will have a good personality because this individual has confidence in his abilities so that in the end it will form positive behavior that will later make the individual experience job satisfaction.

The Influence of Job Satisfaction Against OCB

Based on the results of testing the third hypothesis, it is known that *Job satisfaction* has a positive and significant effect on employee OCB at CIMB Niaga Padang Branch, so it can be stated that Job Satisfaction has a significant effect on Organizational Citizenship Behavior at CIMB Niaga Branch. Employees who are satisfied with their jobs tend to have a higher sense of concern for the organization and are more active in making more contributions. This shows that the job satisfaction factor is important to improve in order to create a work culture that supports OCB. In the context of CIMB Niaga employees, OCB behavior is very important because it can strengthen work, increase efficiency and create a productive work environment. The results of this study are supported by research conducted by Iskandar & Arif, (2023) and Takdir & Ali, (2020) which state that Employee Job Satisfaction has a significant effect on Organizational Citizenship Behavior.

Influence Locus Of Control, Self Efficacy and Job Satisfaction Against OCB

Based on the results of testing the fourth hypothesis, it is known that Locus Of Control, Self Efficacy and Job Satisfaction have a positive and significant effect on employee OCB at CIMB Niaga Padang Branch, so it can be stated that the better the locus of control owned by employees, the condition will be able to positively influence employee OCB. If employee self-efficacy is better, the OCB of CIMB Niaga Padang Branch employees will also be better with the assumption that other variables besides self-efficacy are considered unchanged, and vice versa. For positive and significant Job Satisfaction on OCB, it means that employees who are satisfied with their work tend to have a higher sense of concern for the organization and are more active in making more contributions.

CONCLUSION.

From the results of the hypothesis testing that has been carried out regarding the analysis of the influence of locus of control and self-efficacy on employee OCB at CIMB Niaga Padang Branch can be summarized as follows:

1. The locus of control variable has a positive and significant effect on the OCB of CIMB Niaga Padang Branch employees. This means that there is a positive and significant effect between the locus of control variable and the OCB of CIMB Niaga Padang Branch employees. The better the locus of control in an employee, the condition will be able to positively influence the employee's work OCB. Conversely, if the locus of control in an employee is getting worse, the condition can cause the employee's OCB to decrease.
2. The self-efficacy variable has a positive and significant effect on the OCB of CIMB Niaga Padang Branch employees. This means that there is a positive and significant effect between the self-efficacy variable and the OCB of CIMB Niaga Padang Branch employees, so if self-efficacy is better, the OCB of CIMB Niaga Padang Branch employees will be better.
3. The independent variables locus of control and self-efficacy simultaneously or together have a significant effect on the OCB of CIMB Niaga Padang Branch employees.

REFERENCES

- Adhan, M., Jufrizen, J., Prayogi, MA, & Siswadi, Y. (2020). The Mediating Role of Organizational Commitment on the Influence of Job Satisfaction on the Performance of Permanent Lecturers at Private Universities in Medan City. *Journal of Ocean Economics and Business* 2, 11(1), 1–15. <https://doi.org/https://doi.org/10.33059/jseb.v11i1.1654>
- Bandura, A. 2010. *Self Efficacy Mechanism in Psychological and Health Promoting Behavior*, Prentice Hall, New Jersey. Kreitner, Kinicki. 2010. *Organizational Behavior*. New York: McGraw-Hill
- Beauregard, T. Alexandra, 2012, Perfectionism, self-efficacy and OCB: the moderating role of gender, *Personnel Review* Vol. 41 No. 5, 2012 pp. 590-608, Emerald Group Publishing Limited 0048-3486
- Blakely, G L., Andrews, M C & Fuller, J. 2003. Are Chameleons Good Citizens? A Longitudinal Study Of The Relationship Between Self Monitoring And Organizational Citizenship Behavior. *Journal of Business and Psychology*, Vol. 18, no. 2.
- Bolino, MC, Turnley, WH & Bloodgood, JM 2002. Citizenship behavior and the creation of social capital in organizations. *Academy of Management Review*, 27(4):505-522.
- Bungin, M. Burhan 2010. *Quantitative Research Methodology: Communication, Economics and Public Policy and Other Social Sciences*, Kencana, Jakarta
- Dewi, NADP (2020). The Influence of Self Efficacy on Organizational Commitment at JIM: *Journal of Multidisciplinary Science* Employees of The Rich Jogja Hotel. *Acta Psychologia*, 2(2), 122–136.
- Ferdiansyah, A., & Safitri, R. (2023). The Influence of Self Efficacy and Perceived Organizational Support on Organizational Citizenship Behavior. *Scientific Journal of Management*,

- Economics, & Accounting (Mea), 7(2), 883–894. Ghozali, I. (2013). *Application of Multivariate Analysis with IBM SPSS21 Program* (7th ed.). Diponegoro University Publishing Agency.
- Ghufron, MN, & Risnawita, R. (2017). *Psychological Theories* (2nd Edition). Ar-Ruzz Media.
- Hasibuan, JS, & Soemitra, A. (2022). Organization Citizenship Behavior: The Influence of Spiritual Leadership, Self Efficacy and Locus of Control on the Mediating Role of Job Satisfaction. *Mumtaz: Journal of Islamic Economics and Business*, 1(2), 116–137
- Ghozali, Imam 2011. *Multivariate Analysis with SPSS Program*, Diponegoro University Publishing Agency, Semarang
- Gucel, Cem And Ismail Tokmak, Hakan Turgut, 2012, *The Effect Of The Locus Of Control On Organizational Citizenship Behavior The Mediating Effect Perceived Organizational Support: Case Study Of A University*,
- Hasibuan, JS, Soemitra, A., & Nawawi, ZM (2023). Antecedents of Work Flare Spirituality, Job Satisfaction and Organizational Citizenship Behavior in Supervisors and Management of the Association of Indonesian Islamic Pension Funds (IDPII). *Entrepreneurship on Global Economics Development in the Era of Society 5.0*, 1(1), 2322–2336.
- Iskandar, D., & Arif, M. (2023). Performance Improvement Based on Self Efficacy and Locus of Control Mediated by Job Satisfaction. *Maneggio: Scientific Journal of Master of Management*, 6(1), 63–74.
- Jha, S., & Jha, S. (2010). Determinants Of Organizational Citizenship Behaviour: A Review Of Literature. *Journal of Management & Public Policy*, 1(2), 27–36.
- Kencanawati, AAM (2014). Leadership style, organizational commitment and job satisfaction influence organizational citizenship behavior at PT.(BPR) Cahaya Bina Putra Kerobokan Badung. *Journal of Management and Entrepreneurship*, 10(1), 44–45.
- Kusumo, KCT, & Widjaja, DC (2018). The Influence of Self-Efficacy on Job Satisfaction and Employee Performance at Maxone Dharmahusada Hotel, Surabaya. *Journal of Hospitality and Service Management*, 6(2), 1–11.
- Muis, MR, Nasution, MI, Azhar, ME, & Radiman, R. (2018). The Influence of Leadership and Self-Efficacy on Emotional Exhaustion and Its Impact on Lecturer Job Satisfaction. *Journal of Management Science Research*, 2(1), 131–142.
- Klassen, Robert M. and Ming Ming Chiu 2010, Effects on Teachers' Self-Efficacy and Job Satisfaction: Teacher Gender, Years of Experience, and Job Stress, *Journal of Educational Psychology*, Vol. 102, no. 3, 741–756
- Komalasari, PT., Nasih, M., Prasetyo, T 2012. *The Influence of Public Service Motivation and Organizational Citizenship Behavior on the Performance of Government Organizations*, Air Langga University, Surabaya. journal.lib.unair.ac.id/index.php/JK/article/download/781/780
- Mujiatun, S., Jufrizen, J., & Ritonga, P. (2019). Emotional Exhaustion Model: Antecedents and Impacts on Job Satisfaction and Organizational Commitment of Lecturers. *MIX: Scientific Journal of Management*, 9(3), 293–236.
- Pandia, MM, Jufrizen., J., Khair, H., & Tanjung, H. (2023). Organization Citizenship Behavior: The Role of Spiritual Leadership, Self Efficacy, Locus of Control and Job Satisfaction. *JOM (Journal of Organization and Management)*, 19(1), 168–187.
- Piyandini, L., Nurweni, H., & Hartati, R. (2021). The Influence of Organizational Commitment, Work Environment, and Motivation on Organizational Citizenship Behavior (OCB) of Employees of PT Sport Glove Indonesia, Wonosari Branch. *Cakrawangsa Bisnis: Student Scientific Journal*, 1(2), 153–162.
- Rahman, Ulfiani 2013, *Self-Efficacy, Job Satisfaction, and Organizational Citizenship Behavior in MAN Teachers in Sulawesi*, *Lentera Pendidikan*, Vol. 16 2 No. 1 June 2013: 1-15
- Saraswati, KDA, & Hakim, GRU (2019). The Influence of Organizational Commitment on Organizational Citizenship Behavior at the Malang Regency Education Office. *Journal of Psychological Science*, 8(2), 238–247.

- Suryani, S., & Hendryadi, H. (2015). Quantitative Research Methods: Theory and Application. Prenadamedia Group.
- Syah, A., & Safrida, S. (2024). The Mediating Role Of Organizational Citizenship Behavior (OCB) On Employee Performance: Locus Of Control And Self-Efficacy. *Qubah Academic Journal*, 4(1), 101–112.
- Siregar, Syofian 2010, Descriptive Statistics for Research, PT. Raja Grafindo Persada, Jakarta.
- Sugiyono 2012. Quantitative, Qualitative and R&D Research Methods, 17th Edition, Alfabeta Publisher, Bandung
- Sugiyono. (2011). Qualitative Quantitative Research Methods and R&D (12th ed). Bandung: Alfabeta.
- Sugiyono. 2013. Educational Research Methods Quantitative, Qualitative, and R&D Approaches. Bandung: Alfabeta.
- Takdir, S., & Ali, M. (2020). The Influence of Organizational Commitment and Job Satisfaction on Organizational Citizenship Behaviors (OCB) (Case Study of Yapis in Tanah Papua, Jayawijaya Regency Branch). *Journal of Management STIE Muhammadiyah JIM: Journal of Multidisciplinary Science* Palopo, 6(1), 9–16.
- Tirtayasa, S., Khair, H., & Yusri, M. (2021). Influence Of Education Of Entrepreneurship, Self Efficacy, Locus Of Control And Entrepreneurs Characters Of Enterprises (The Study Case Is All The Students Of Private. *Indonesian Journal of Education, Social Sciences and Research (IJESSR)*, 2(2), 53–64.
- Titisari, Purnamie. 2014. The Role of Organizational Citizenship Behavior (OCB) in Improving Employee Performance. Jakarta: Mitra Wacana Media.
- Ulfiani, Nasir and Omar (2014) The Role of Job Satisfaction as a mediator in the Relationship between Self-Efficacy and Organizational Citizenship Behavior among Indonesian Teachers. Vol. 5, No. 9; August 2014. *International Journal of Business and Social*
- Veithzal Rivai, 2013, Human Resource Management for Companies From Theory to Practice, Rajagrafindo Persada, Bandung
- Widyaputra, IKA, & Dewi, AASK (2018). The Influence of Intrinsic Motivation on Job Satisfaction and Employee Performance at PT Bussan Auto Finance. *E-Journal of Management Unud*, 7(1), 85–104
- Waspodo, Agung AWS 2012, The Influence of Job Satisfaction and Organizational Climate on Organizational Citizenship Behavior (OCB) of Employees at PT. Trubus Swadaya, *Indonesian Journal of Management Science Research (JRMSI)* Vol. 3, No. 1
- Wibowo, Edi 2010, The Influence of Leadership, Organizational Citizenship Behavior and Organizational Commitment on Employee Job Satisfaction, *Journal of Economics and Entrepreneurship*, Vol. 10, No. 1, April 2010, pp. 66-73