

Self-efficacy, Self-Esteem, Locus of Control, and Their Influence on the Performance of Village Officials

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ABSTRACT

This study aims to determine and analyze the impact of self-efficacy, self-esteem, and locus of control on the performance of village officials. Additionally, it examines the individual effects of self-efficacy, self-esteem, and locus of control on the performance of village officials. The research employed a quantitative approach with an ex-post facto design. The study was conducted in sub-districts Kindang. The population in this study were all village officials, with a total sample size of 93 individuals. Data were collected using questionnaires and documentation techniques. Data analysis techniques were carried out after data from all respondents or other data sources were collected with analytical activities including test prerequisite analysis and hypothesis testing (multiple linear regression). The findings revealed that: overall, self-efficacy, self-esteem, and locus of control significantly and positively influence the performance of village officials. Individually, self-efficacy, self-esteem, and locus of control each have a positive and significant effect on the performance of village officials. These results offer valuable insights for leaders to focus on factors enhancing employee performance.

1. INTRODUCTION

Human resources are the most crucial factor in determining all efforts undertaken by humans in striving and working (Hartini, 2022; Aristanto et al., 2023; Muktammar et al., 2023). This also applies to the human resources of village officials working for public services. (Aji et al., 2023; Aris et al., 2023; Hartini & Habibi, 2023). The population of Indonesia is dispersed across various regions in the country, both in urban and rural areas, with the numbers continually increasing (Aji et al., 2023; Aris et al., 2023; Hartini & Habibi, 2023).

The migration of people from villages to cities or referred to as urbanization also continues to increase. This is caused by economic incentives in which some people believe that earning a living in the city is easier compared to the village as urban areas provide job opportunities ready to accommodate them. As a result, there is an economic disparity between rural and urban populations, leading to a continuous increase in poverty rates in rural areas from year to year.

In terms of village fund management, villages are authorized to manage these funds according to the needs of their respective villages. The implementation of village government is related to regional autonomy in which the village government is the leading unit in providing services to the community for the success of programs. In realizing community welfare, one of the efforts made is to strengthen the village and its system. Village administration is authorized to regulate the interests of the community, carry out development, and provide good services, thus requiring a collaborative working relationship. The implementation of village government always experiences problems due to less harmonious relations with the community (Setyabudi et al., 2018).

The responsibilities undertaken can be executed properly if the human resources possessed are of high quality and reliable. According to (Egenius, S., Triatmanto, B., & Natsir, 2020; Lumi, 2020; Tae-Yeol Kim, Sebastian C. Schuh, 2020; Gupta et al., 2022; Jain et al., 2023), human resources are a potential within individuals that can be realized adaptively and transformatively towards prosperity in a sustainable framework.

Bangun (2012) in (Sumantri & Gemina, 2015) stated that HR management is very closely related to individual management, through activities within an organization and its operational functions. In management systems, competency theory serves as a tool for managing human resources with knowledge, skills, and expertise to work effectively and efficiently (Opatha, 2021). Therefore, management functions are required to manage human resources to foster trust among all parties with diverse personalities, characters, and competencies in accordance with their expertise. Human resources with good quality and competence are one of the crucial assets that can support the progress of the organization, in order to achieve the goals expected by all parties (Firmansyah et al., 2023; Hartini et al., 2023; Muhammad Diva & Hartini, 2023).

The village officials are staff elements that assist the village head on a daily basis in formulating policies. The performance of the village officials can be measured through the quality of its human resources (Taufiqillah & Fasochah, 2018). Performance is the quality and quantity of a result, or in other words, it is the service provided by an individual in performing a task (Febriani & Hartini, 2023; Irianti et al., 2023; Jayanti & Hartini, 2023). In general, the term "performance" refers to the work outcomes of an individual, both in terms of quality and quantity, achieved in carrying out tasks assigned as their responsibility. Performance can also be considered as one of the functions of motivation, involving a clear understanding of the assigned tasks and how to execute them (Yuni Shara et al., 2021; Ahmad Mukhtamar et al., 2023).

Performance behavior is essential to observe because variables influencing human resources can also be seen from their personality in terms of self-esteem, self-efficacy, and locus of control. In relation to the performance of village officials, it is closely related to influencing factors including self-efficacy, self-esteem, and locus of control (Deany et al., 2016). Self-efficacy is an individual's belief in their ability to achieve something or perform their job well (Wang & Huang, 2019). Thus, self-efficacy affects the improvement of one's performance (Supartini et al., 2017; Putra et al., 2019; Ari, I.R & Sriathi, 2019).

In addition to self-efficacy, another variable that can influence individual performance is self-esteem. According to Robbins, as cited in (Supartini et al., 2017), self-esteem is the general attitude of an individual toward liking or disliking themselves that can generate a positive or negative assessment of their abilities, ultimately enhancing their self-confidence.

The dimension of self-esteem can be measured through indicators of possessed abilities, high self-confidence, and recognition (Esther K. Mocheche, Joseph Bosire, 2017). According to Kresitner and Kinicki (2003) as cited in (Deany et al., 2016), an individual with high self-esteem will perceive themselves as valuable, capable, and accepted by others, thus making it easier to achieve success. Self-esteem has a positive and significant impact on an individual's performance (Deany et al., 2016). However, this contrasts with the findings of a study conducted by (Supartini et al., 2017), which concluded that self-esteem does not have an influence on performance.

Furthermore, locus of control is a variable that also contributes to improving an individual's performance in the workplace. Rotter (1996), as cited in (Ari, I.R & Sriathi, 2019; Hendri, M. & Kirana, 2021), suggests that locus of control is an individual's perspective on responding to experienced events that influence their behavior. Locus of control consists of two parts: internal and external locus of control. Locus of control is used to explain the work behavior of an employee who believes that the outcomes of their actions can be controlled internally and externally (Luthans, 2011, as cited in Imam Khoeri, 2019).

Individuals with a high locus of control orientation tend to be more motivated and possess better performance at work, and have higher job satisfaction levels compared to individuals

with an external locus of control. Individuals with a high internal locus of control are inclined to solve problems they face and capable of creating job satisfaction, thereby enhancing their performance (Murti & Utami, 2021).

Locus of control has a positive and significant impact on performance (Supartini et al., 2017; Putra et al., 2019; Ari, I.R & Sriathi, 2019). However, these findings are contradicted by (Hendri, M. & Kirana, 2021), stating that the locus of control variable does not significantly affect performance.

Discussing performance issues, researchers investigated the performance of village officials in Kindang District, Bulukumba Regency. Based on observations, there are phenomena related to performance. Some village officials still do not comply with working hours and regulations, arrive and leave the office not at specified times, and lack initiative in completing their tasks. This does not align with performance standards in serving the interests of the community.

Many researchers have investigated the influence of self-efficacy, self-esteem, and locus of control with varying results. Research results from (Sebayang, S., & Sembiring, 2017; Ari, I.R & Sriathi, 2019; Imam Khoeri, 2019) found that self-efficacy has a positive and significant impact on individual performance. In contrast, research by (Setyabudi et al., 2018) found the opposite, suggesting that self-efficacy has no influence on an individual's performance.

Furthermore, regarding the influence of self-esteem on performance; several studies found that self-esteem is a variable influencing performance improvement (Deany et al., 2016; Sebayang, S., & Sembiring, 2017).

This finding is challenged by the statement of (Hendri, M. & Kirana, 2021) that self-esteem does not affect performance at all. Moreover, regarding the influence of locus of control on performance (Deany et al., 2016; Supartini et al., 2017; Putra et al., 2019; Ari, I.R & Sriathi, 2019) in their study found that locus of control has a quite strong influence on performance. This finding is refuted by (Hendri, M. & Kirana, 2021), stating that locus of control does not significantly affect performance.

Referring to the above research gaps, the researcher attempts to analyze and examine the performance of village officials. There are several reasons for conducting this research using three independent variables, namely self-efficacy, self-esteem, and locus of control: First, the performance of village officials is not optimal, thus potentially affecting public services in the village. Second, research on the performance of village officials is still insufficient. Third, the variables of self-efficacy, self-esteem, and locus of control are still not extensively used to assess the performance of village officials. Fourth, the researcher aims to contribute to the scholarly field related to factors influencing the performance of village officials.

2. RESEARCH METHODOLOGY

This study was conducted in the Kindang Subdistrict, Bulukumba Regency, South Sulawesi Province, commencing from January to early April 2023. The research design employed in this study was quantitative. Quantitative research methodology was employed to investigate specific samples, utilizing statistical instruments for data collection to test hypotheses. The research adopted an ex post facto approach, a methodology chosen by researchers when observations are made after the events have already occurred. Data collection was carried out using instruments, employing statistical analysis to test hypotheses (Sugiyono, 2013, as cited in Hartini & Heri, 2021).

The population for this study consisted of the village officials in the Kindang Subdistrict, totaling 13 villages and 93 village officials. Population refers to a generalization area with objects/subjects possessing specific characteristics, from which the researcher draws conclusions. In cases where the population size is excessively large, researchers may opt for a representative sample due to constraints such as time, resources, and manpower.

In this research, the entire population was considered as the sample, following Arikunto's recommendation, as cited in (Febriani & Hartini, 2023). When the population is less than 100, the entire population can be taken as a sample. Therefore, all 93 village officials in the Kindang Subdistrict were included in the sample. Thus employing a sampling technique known as saturated sampling or, equivalently, a census study.

Data were collected using observation, questionnaires, interviews, and literature review. Questionnaires were administered to respondents containing questions related to the three independent variables, namely self-efficacy, self-esteem, and locus of control, along with one dependent variable, namely performance. These were further delineated into several indicators using Likert scales. Respondents were provided with four response alternatives: SS (Strongly Agree), S (Agree), TS (Disagree), and STS (Strongly Disagree). Data processing involved multiple linear regression analysis conducted using the SPSS program.

3. RESULTS AND DISCUSSIONS

This study utilizes four variables, with three independent variables being self-efficacy, self-esteem, and locus of control, and one dependent variable, namely performance. The self-efficacy variable is composed of task difficulty level, degree of confidence, and behavioral domain. The self-esteem variable is built upon three indicators: strength, significance, and ability. The locus of control variable consists of five indicators: ability, interest, effort, results, and the influence of others. Meanwhile, the dependent variable, i.e. performance, is structured around five indicators: work quality, responsibility, initiative, punctuality, and cooperation.

Tabel 1. Validity Test Results

Variabel	Indikator	Corrected Item- Total Correlation	Remarks.
<i>Self-efficacy</i>	X1.1.1	0.611 > R Tabel	Valid
	X1.1.2	0.543 > R Tabel	Valid
	X1.1.3	0.529 > R Tabel	Valid
	X1.2.1	0.470 > R Tabel	Valid
	X1.2.2	0.407 > R Tabel	Valid
	X1.2.3	0.542 > R Tabel	Valid
	X1.3.1	0.454 > R Tabel	Valid
	X1.3.2	0.511 > R Tabel	Valid
	<i>Self-esteem</i>	X2.1.1	0.611 > R Tabel
X2.1.2		0.593 > R Tabel	Valid
X2.1.3		0.694 > R Tabel	Valid
X2.2.1		0.593 > R Tabel	Valid
X2.2.2		0.478 > R Tabel	Valid
X2.2.3		0.434 > R Tabel	Valid
X2.3.1		0.494 > R Tabel	Valid
X2.3.2		0.573 > R Tabel	Valid
X2.3.3		0.550 > R Tabel	Valid
<i>Locus of control</i>	X3.1.1	0.540 > R Tabel	Valid
	X3.1.2	0.413 > R Tabel	Valid
	X3.2.1	0.393 > R Tabel	Valid
	X3.2.2	0.368 > R Tabel	Valid
	X3.2.3	0.596 > R Tabel	Valid
	X3.3.1	0.458 > R Tabel	Valid
	X3.3.2	0.393 > R Tabel	Valid
	X3.3.3	0.554 > R Tabel	Valid
	Performance	Y.1.1	0.389 > R Tabel
Y.1.2		0.609 > R Tabel	Valid
Y.2.1		0.534 > R Tabel	Valid
Y.2.2		0.514 > R Tabel	Valid
Y.3.1		0.580 > R Tabel	Valid
Y.3.2		0.537 > R Tabel	Valid
	Y.3.3	0.634 > R Tabel	Valid

Source: Processed Primary Data, 2023

Based on the Validity Test Results, it can be observed that each questionnaire item is declared valid, as the r-value is greater than the critical r-value of 0.2. Thus, it is affirmed that all research instruments administered to the respondents meet the validity criteria as stipulated.

Based on the results of the instrument reliability test, the obtained results are presented in the following table:

Tabel 2. Reliability Test Results

Variabel	Cronbach's Alpha	Batas Reliabilitas	Remarks
Kinerja	0,783	0,60	Reliable
<i>Self-efficacy</i>	0,825	0,60	Reliable
<i>Self-esteem</i>	0,837	0,60	Reliable
<i>Locus of control</i>	0,891	0,60	Reliable

Source: Processed Primary Data, 2023

The analysis results using Pearson Correlation demonstrate that the r-value is greater than the critical r-value. If the Cronbach's Alpha value approaches 1, or if $r > 0.60$, it can be considered reliable. The Cronbach's Alpha value is used with the aim of measuring the reliability test of each variable in the study.

Based on the analysis results presented in Table 2, it is found that the performance variable has a Cronbach's Alpha value of 0.783. Self-efficacy has a Cronbach's Alpha value of 0.825. Self-esteem has a Cronbach's Alpha value of 0.837, while locus of control has a Cronbach's Alpha value of 0.891. From these results, it can be concluded that all four variables have Cronbach's Alpha values greater than 0.60. Therefore, it can proceed with further analysis, i.e., multiple linear regression.

Next, the multicollinearity test is used to determine the intercorrelation values between variables. The decision-making basis in the multicollinearity test is through the Tolerance and VIF (Variance Inflation Factor) values. If the Tolerance value in the regression model is greater than 0.10, it is said that multicollinearity does not occur.

Conversely, if it is less than 0.10, multicollinearity occurs. For VIF, if the VIF value in the regression model is less than 10, multicollinearity does not occur, and vice versa. Multicollinearity occurs in a condition where there is a correlation between independent variables that are not mutually independent (Sriningsih et al., 2018). To ascertain the correlation between independent variables in the regression model, the following is presented in the table below.

Tabel 3. Multicollinearity Test Results

Model	Collinearity Statistics	
	<i>Tolerance</i>	VIF
<i>Self-efficacy</i>	0,927	1.079
<i>Self-esteem</i>	0,913	1.096
<i>Locus of control</i>	0,875	1.142

Source: Processed Primary Data, 2023

From the analysis results in Table 3, each independent variable, namely self-efficacy, self-esteem, and locus of control, obtains VIF values < 10 and tolerance values > 0.1 . Therefore, it can be stated that in this regression model, multicollinearity between independent variables does not occur, and if present, is within a tolerable range. Thus, the regression model in this study does not disrupt the regression outcomes.

Partially, hypothesis testing is conducted to determine the influence of self-efficacy, self-esteem, and locus of control. The results of hypothesis testing can be observed using the t-test values. The partial testing results are presented in the following table.

Tabel 4. Partial Test (t)

Model	t	Sig.
1 (<i>Constant</i>)	1.254	.213
<i>Self-efficacy</i> (X_1)	3.286	.001
<i>Self-esteem</i> (X_2)	9.626	.000
<i>Locus of control</i> (X_3)	6.320	.000

Source: Processed Primary Data , 2023

Table 4 above illustrates the results of the partial test based on the analysis that has been conducted as follows:

1. The influence of self-efficacy on the performance of village officials yields a t-value of 3.286 with a significance value greater than $0.001 < \alpha=0.05$, the t-value $3.286 > 1.98$. This indicates that self-efficacy partially has a significant effect on the performance of the village officials in Kindang District.
2. The influence of self-esteem on the performance of village officials yields a t-value of 9.626 with a significance value greater than $0.000 < \alpha=0.05$, the t-value $9.626 > 1.98$. This indicates that self-esteem partially has a significant influence on the performance of village officials in the Kindang Subdistrict.
3. The influence of locus of control on the performance of village officials yields a t-value of 6.320 with a significance value greater than $0.013 < \alpha=0.05$, the t-value $6.320 > 1.98$. This indicates that locus of control partially has a significant influence on the performance of village officials in the Kindang Subdistrict.

Furthermore, to examine the influence of self-efficacy, self-esteem, and locus of control on the performance of village officials, an F-test is conducted and the result is presented in the following table.

Tabel 5. Simultaneous Test (F)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1422.526	3	474.175	73.273	.000 ^b
	Residual	575.947	89	6.471		
	Total	1998.473	92			

a. Dependent Variable: Performance

b. Predictors: (Constant), *Locus of control*, *Self-esteem*, *Self-efficacy*

Source: *Processed Primary Data, 2023*

The analysis results indicate that the regression coefficient $F_{\text{calculated}} = 73.273$ with a significance value $= 0.000 < 0.05$. The $F_{\text{calculated}}$ value $> F_{\text{table}}$ value, i.e., $73.273 > 2.7$, and the significant value $0.000 < \alpha = 0.05$. Thus, it can be stated that self-efficacy (X1), self-esteem (X2), and locus of control (X3) simultaneously influence the performance of the village officials (Y). This can be interpreted as self-efficacy, self-esteem, and locus of control having an impact on the performance of the village officials.

To determine the value of the coefficient of determination, it can be measured using R-Square or Adjusted R-Square, especially when dealing with multiple variables. The analysis results show that the value of R-Square (R²) is 0.844, while the value of Adjusted R-Square is 0.712. This means that self-efficacy, self-esteem, and locus of control influence the performance of the village officials by 71.2%. Thus, it can be stated that self-efficacy, self-esteem, and locus of control affect the performance of the village officials by 70.2% and the remaining 29.8% is influenced by other factors, as presented in Table 6 below.

Tabel 6. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.844 ^a	.712	.702	2.544

a. Predictors: (Constant), *Locus of control*, *Self-esteem*, *Self-efficacy*

Source: *Processed Primary Data, 2023*

The results of the analysis with the multiple linear regression equation are presented in Table 7 below.

Tabel 7. Results of Multiple Linear Regression Analysis

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	2.888	2.303	
	<i>Self-efficacy</i> (X ₁)	.129	.039	.194
	<i>Self-esteem</i> (X ₂)	.503	.052	.573
	<i>Locus of control</i> (X ₃)	.466	.074	.384

Source: Processed Primary Data, 2023

Based on the multiple linear regression analysis for the independent variables, namely self-efficacy (X₁), self-esteem (X₂), and locus of control (X₃), and the dependent variable, which is the performance of village officials (Y), the calculated coefficients are as follows: the coefficient for self-efficacy (b₁) is 0.129, for self-esteem (b₂) is 0.503, and for locus of control (b₃) is 0.466. The constant term (β_0) is 2.888. This implies that if self-efficacy (X₁), self-esteem (X₂), and locus of control (X₃) are all 0, then the performance of village officials (Y) would be 2.888. The regression model equation can be expressed as follows:

$$Y = 2,888 + 0,129X_1 + 0,503X_2 + 0,466X_3 \dots \dots \dots (1)$$

The regression model indicates that changes in self-efficacy, self-esteem, and locus of control among all respondents towards the positive direction will be followed by an improvement in the performance of village officials. Based on the analysis results, the discussion can be elaborated as follows:

1. Self-efficacy (X₁) has a positive and significant influence on the performance of village officials (Y) in the Kindang Subdistrict. This research finding is supported by Wood & Bandura, as cited in (Putra et al., 2019), stating that individuals with high self-efficacy tend to embrace challenges, exhibit confidence in their abilities, and, thus, with their capabilities, can achieve success in life. Individuals with high confidence in their abilities can perform their tasks optimally. This finding is consistent with research conducted by (Sebayang, S., & Sembiring, 2017; Ari, I.R & Sriathi, 2019; Imam Khoeri, 2019), which also found that self-efficacy has a positive and significant impact on performance.
2. Self-esteem (X₂) has a positive and significant influence on the performance of village officials (Y) in Kindang Subdistrict. This finding is reinforced by the statement from Robbins, as cited in (Supartini et al., 2017), that individuals with self-esteem can generate a positive or negative assessment of their abilities, enhancing self-confidence and motivation for success. These qualities can be measured through the abilities they possess, high self-confidence, and recognition. The results of this study are consistent with findings from (Deany et al., 2016; Sebayang, S., & Sembiring, 2017), indicating that self-esteem has a positive and significant impact on an individual's performance at work.

3. Locus of control (X3) has a positive and significant influence on the performance of village officials (Y) in the Kindang Subdistrict. This finding is supported by Rotter (1996) in (Ari, I.R & Sriathi, 2019), stating that individuals with a locus of control will be motivated and exhibit better performance, as well as being able to solve various challenges they encounter. An employee with a strong locus of control is likely to effectively address challenges in their work, leading to increased job satisfaction, ultimately impacting improved performance. This study aligns with previous research such as (Deany et al., 2016; Supartini et al., 2017; Putra et al., 2019; Ari, I.R & Sriathi, 2019), which found that the locus of control variable significantly influences an individual's performance in their job.

Simultaneously, self-efficacy (X1), self-esteem (X2), and locus of control (X3) have a positive and significant impact on the performance of village officials (Y) in the Kindang Subdistrict. Performance is closely related to influential factors, namely self-efficacy, self-esteem, and locus of control (Deany et al., 2016). Therefore, behavior is also crucial to consider, as there are many factors that can influence the level of an individual's performance at work.

As stated by Luthans in (Hartini et al., 2021), high performance can be observed through an individual's ability to effectively and efficiently complete assigned tasks, both in terms of quality and quantity. The quality of human resources can depict an individual's performance. Employees with high skills, abilities, and capabilities can easily accomplish their tasks. The performance of village officials is indeed influenced by these three independent variables: self-efficacy, self-esteem, and locus of control.

4. CONCLUSIONS AND RECOMMENDATIONS

This study was conducted in the Kindang District, Bulukumba Regency, South Sulawesi Province, with a population of 93 village officials, all of whom were sampled. Based on the results of the research and discussions, the following conclusions can be drawn: the variables of self-efficacy, self-esteem, and locus of control simultaneously have a positive and significant impact on the performance of village officials in the Kindang District. This indicates that self-efficacy, self-esteem, and locus of control variables contribute to the improvement of the performance of village officials in the Kindang District. The level of performance of village officials is influenced by these three variables.

Self-efficacy has a positive and significant influence on the performance of village officials in the Kindang District. This means that with high self-efficacy, village officials have confidence in themselves and their abilities which can easily enhance their performance at work

Self-esteem has a positive and significant impact on the performance of village officials in the Kindang District. This suggests that with the confidence possessed by the village officials, they can easily achieve a target, thereby improving their performance.

Locus of control also has a positive and significant effect on the performance of village officials in Kindang District. This means that village officials with good locus of control tend to be more motivated, capable of solving problems, able to create high job satisfaction, and thus

have better performance.

Based on the conclusions, it is recommended for relevant parties, especially village heads, to pay more attention to various factors that can enhance the performance of village officials. These factors include self-efficacy, self-esteem, and locus of control, as these variables greatly influence the improvement of village officials' performance. This can maximize public services since the human resources of village officials are directly related to community service and play a crucial role in creating harmonious relationships with the village community, and may improve services according to the community needs. Quality performance of village officials can create public satisfaction through optimal service, ensuring no complaints from the public regarding poor public services in villages.

As for this study, there are still many limitations, so the author proposes some suggestions for further research. First, the author only examined village officials in one district; future research could further expand the study area to include multiple districts or provinces. Second, this study only used the variables of self-efficacy, self-esteem, and locus of control to measure the performance of village officials. Future researchers can conduct studies on village officials on a broader scale and employ different and more varied variables. Third, in conducting data analysis, the researcher only used the SPSS program. Future researchers can employ different analysis techniques by choosing other variables to measure the performance of village officials.

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