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The Influence of Work Discipline, Self-Efficacy, and Locus of Control on Employee Performance at CV Catha Rancang Bangun

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A R T I C L E I N F O

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A B S T R A C T

The aim of this study is to examine the impact of locus of control, self-efficacy, and work discipline on employee performance at CV Catha Rancang Bangun, West Jakarta. A questionnaire with a five-point Likert scale was used to collect data, and 107 respondents who are employees of CV Catha Rancang Bangun made up the study's sample. Purposive sampling was employed, and respondents had to meet the requirements of being permanent employees of CV Catha Rancang Bangun. Multiple linear regression analysis was carried out using SPSS Version 25 software. In order to improve employee performance, CV Catha Rancang Bangun should concentrate on enhancing employee work discipline and self-efficacy, according to the study's findings, which show that: 1) work discipline has a positive and significant effect on employee performance; 2) self-efficacy has a positive and significant effect on employee performance; and 3) locus of control does not have an effect on employee performance.

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INTRODUCTION

One of the most important sectors of Indonesia's economy is manufacturing. Over the past decade, Indonesia has become the 10th largest manufacturing country in the world (Juna et al., 2024). In addition, the manufacturing industry continues to be a major contributor to export value. According to data from the Central Statistics Agency (BPS), in this time frame of January-November 2023, exports of manufacturing products recorded a value of over USD 171.23 billion (indonesia.go.id).

Every company has goals and a vision it wants to achieve for the progress and success of the business. In this era of technological advancement and intense competition, companies need to enhance their competitiveness to survive (Nugroho & Fahlefi, 2022).

Indonesian manufacturing companies have experienced a downward trend from April to July 2024. This marks the first contraction since August 2021, after 34 consecutive months in an expansion phase. Amid the decline in Indonesian manufacturing, national economic growth also slowed to 5.05% year on year (YoY) in the second quarter of 2024. An equally important issue at the moment is the weakening of the domestic market, which has caused a decline in demand. The drop in the national manufacturing performance index is attributed to the relaxation of import policies through the Minister of Trade Regulation (Permendag) 8/2024. As a result, imported goods have flooded the domestic market, overwhelming many manufacturing subsectors, leading to reduced production capacity and even employee layoffs (Nasional.kontan.co.id).

One of the manufacturing companies that has experienced significant industry growth is CV Catha Rancang Bangun. This company is located in Kebayoran Baru, South Jakarta, and operates in the field of consulting and contracting, providing design and construction services for both interior and exterior projects. The company has a large team of skilled and professional experts in the construction world, specializing in planning and execution. The company’s vision is to become a nationally recognized architectural consultant and contractor, always prioritizing customer satisfaction without compromising architectural principles (internal company data, 2024).

One of the key factors in improving a company's performance is the optimization of human resources. Human resources are crucial for a company's growth and achieving its targets. The human capital that determines the direction of industry development serves as the foundation for a company to set its goals and strategies. Furthermore, how the human resources within the company contribute to enhancing performance is essential. By utilizing the skills, knowledge, and expertise of its employees, a company can ensure that its workforce is aligned with its objectives, leading to improved productivity, innovation, and overall success.

In practice, to achieve the company's goals, both internal and external factors play an important role. One of the internal factors that support the success of the company is employee performance (Setiawan, 2019). Improving employee performance is one of the main goals for many companies, as higher performance levels provide numerous benefits for both the company and its employees (Abdelwahed & Doghan, 2023). A company requires employees who are the main drivers of all work activities. The company must improve and maintain the quality of its workforce and take responsibility for ensuring that all employees exhibit attitudes and behaviors that align with the established performance standards (Malau, 2020).

According to Wijaya & Fauji (2021) Performance refers to the results and actions achieved by fulfilling tasks and responsibilities within a specific time frame. Meanwhile, according to Desfitriady & Pandini (2023) Performance is the process of assessing how effectively employees complete their tasks compared to the established standards, and communicating this to the employees. If employee performance declines and becomes poor, it will be detrimental to the company.

According to Marlius & Pebrina (2022) The low performance of employees can be seen from the size of the salary and benefits provided, as well as the motivation given in relation to job responsibilities. In addition, the level of attendance at the workplace also contributes, which can be caused by a lack of work discipline and ineffective time management in completing tasks, all of which reflect poor employee performance. According to Robbins & Judge (2018) there are four indicators to measure employee performance, namely: 1) quantity, 2) quality, 3) commitment, and 4) independence.

Work discipline is one of the elements that might influence employee performance, claim Prasetyo & Marlina (2019). Work discipline, according to Wardianti (2020), is a reflection of a person's regard for the company, compliance with regulations, and readiness to face repercussions for breaking them. According to Nasution (2022), one of the tactics the company has implemented is work discipline. Conversely, work discipline is the ethical consciousness of workers to adhere to all established social standards and organizational rules, according to Lestari & Afifah (2021). According to Wahidah, (2019) Work discipline functions as a tool to raise awareness and ensure that employees are ready to follow all norms and social rules within the organization's framework. A study conducted by Zaenal & Sasana, (2022), Salsafila et al., (2023), Darmastuti et al., (2023), Yuliantini & Suryatiningsih (2021), and Sukiyah et al., (2021) mentions that work discipline has a positive and significant effect on performance. Meanwhile, a study conducted by Choiriyah et al., (2021) mentions that work discipline has no effect on performance.

According to Fadilah et al. (2022), self-efficacy is the second component that might impact performance. Self-efficacy is the confidence that each person has in their ability to perform well and reach their desired outcomes (Sumaila & Rossanty, 2022). The conviction in one's own talents and capabilities is known as self-efficacy (Wibowo & Hidajat, 2020). Then, self-efficacy is the conviction in one's own ability to face or finish tasks, achieve goals, and overcome barriers to get outcomes in a certain environment, according to Wiyono (2022).

According to Ariani & Fauzan (2023) Self-efficacy is an individual's belief in their ability to perform tasks to achieve success. Self-efficacy is crucial for employees so that they can have the ability to motivate themselves and take the necessary actions to complete the tasks assigned to them. Research conducted by Darmarini et al., (2024), Sari & Sulistio (2023), Prastika et al., (2024), Aghitsni & Busyra (2022) and Fadilah et al., (2022) It is mentioned that self-efficacy has a positive and significant impact on performance. Meanwhile, a study conducted by Ali & Wardoyo (2021) It is mentioned that self-efficacy does not have an impact on performance.

The third factor that can influence performance is locus of control (Jaelani, 2024). According to Samuel & Warner (2021) Locus of control is an individual's perspective or belief that everything that happens in their life is the result of their own decisions and efforts. According to Rahayuningsih & Yunianto (2016) in Syahfitri et al., (2024) Locus of control is defined as an individual's ability or inability to influence their fate or events in their life, which are considered to be under their own control. According to Sujadi & Aulianisya (2020) Locus of control is a measure of an individual's belief in their ability to control the events that occur in their life. Research conducted by Harmen & Indriani (2024), Malau et al., (2024), Hendriyani et al., (2024), Putri et al., (2024) and Jaelani (2024) It is mentioned that locus of control has a positive and significant impact on performance. Meanwhile, a study conducted by Tossa et al., (2023) It is mentioned that locus of control does not have an impact on performance.

The research done by Battu & Susanto (2022) on the impact of locus of control and self-efficacy on intern employees' performance is expanded upon in this study. The researcher then developed this study by adding the variable of work discipline. The addition of this variable was made because, according to a study conducted by Vallennia et al., (2020) It shows that work discipline has a positive and significant impact on performance.

THEORETICAL REVIEW

Human Capital Theory

According to Auerbach & Green (2024) Human Capital Theory is a concept that considers investments in education, skills, training, and health as factors that can increase an individual's productivity and economic value. In this theory, humans are viewed as capital that can develop and provide economic benefits through the enhancement of individual abilities and knowledge. This theory is highly relevant to employee performance because it emphasizes the importance of investing in employees' skills, education, and health to improve their productivity and capabilities.

Performance

Wijaya & Fauji (2021) define performance as the outcomes and actions attained by completing duties and obligations within a given time limit. On the other hand, performance is the process of evaluating how well workers do their tasks in relation to the set criteria and informing them of this, according to Desfitriady & Pandini (2023). The company will suffer if employee performance deteriorates and becomes subpar. Robbins and Judge (2018) state that there are four ways to gauge employee performance: 1) quantity, 2) quality, 3) independence, and 4) commitment.

Work Discipline

According to Wardianti (2020), Work discipline is a reflection of an individual's respect for the organization, adherence to rules, and willingness to accept consequences if violated. Meanwhile, Nasution (2022) states that work discipline is one of the strategies adopted by the organization. Meanwhile, according to Lestari & Afifah (2021), Work discipline is the ethical awareness of employees to follow all existing social norms and the rules set by the company. According to Wahidah, (2019) Work discipline functions as a tool to raise awareness and ensure that employees are ready to follow all norms and social rules within the organization's framework.

H1: Work discipline has a positive and significant effect on performance

Self-Efficacy

Self-efficacy is the confidence that each person has in their ability to perform well and reach their desired outcomes (Sumaila & Rossanty, 2022). The conviction in one's own talents and capabilities is known as self-efficacy (Wibowo & Hidajat, 2020). Then, self-efficacy is the conviction in one's own ability to face or finish tasks, achieve goals, and overcome barriers to get outcomes in a certain environment, according to Wiyono (2022).

Self-efficacy, according to Ariani & Fauzan (2023), is the conviction that one can do tasks in order to succeed.

H2: Self-efficacy has a positive and significant effect on performance

Locus of Control

Samuel and Warner (2021) define locus of control as a person's viewpoint or conviction that all of their life's events are the consequence of their own choices and actions. The capacity or inability of a person to affect their fate or life events—which are deemed to be under their own control—is known as their locus of control, according to Rahayuningsih & Yunianto (2016) in Syahfitri et al., (2024). Sujadi & Aulianisya (2020) state that a person's locus of control is a gauge of their confidence in their capacity to influence the things that happen in their lives.

H3: Locus of control has a positive and significant effect on performance

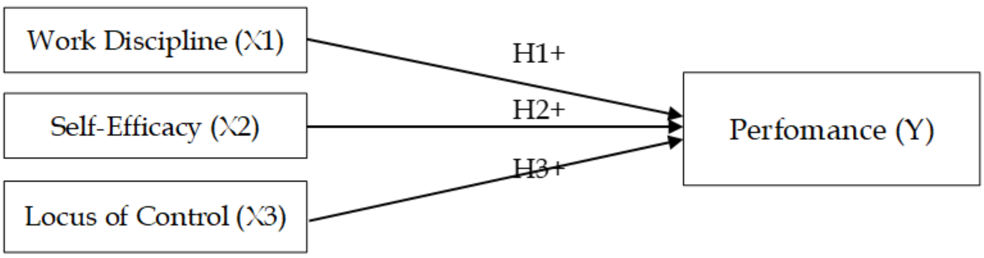

Figure 1. Conceptual Framework

METHODOLOGY

Purposive sampling (Sugiyono, 2016) was employed in this study, with the criterion of being a permanent employee at CV Catha Rancang Bangun. Multiple linear regression techniques were employed with the SPSS Version 25 software to analyze the data, and the study's sample comprises 107 respondents who work for CV Catha Rancang Bangun. This study employs a quantitative approach with questionnaires as the primary instrument for data collection.

RESEARCH RESULTS

Respondent Characteristics

A total sample of 107 respondents—all employees of CV Catha Rancang Bangun—were categorized according to their gender, age, marital status, length of employment, division, and last educational background in order to better understand their characteristics. Table 1 below shows the respondents' classification.

Table 1. Respondent Characteristics

Characteristics	Frequency	%
Gender		
Male	68	63,55
Female	39	36,45
Total	**107**	**100,00**
Age		
< 20 years	12	11,2
20-30 years	72	67,3
31-40 years	18	16,8
>40 years	5	4,7
Total	**107**	**100,00**
Marital Status		
Married	79	74
Single	28	26
Total	**103**	**100,00**
Length of Employment		
< 1 years	31	29
1-5 years	57	53,3
6-10 years	10	9,3
>10 years	9	8,4
Total	**107**	**100,00**
Division		
Project Manager	5	4,7
Site Manager	8	8,5
Quality Control	14	13,1

There are 39 female respondents (36.5%) and 68 male respondents (63.55%) out of the 107 total respondents. This indicates that men make up the bulk of responders. Of the 107 respondents, 12 (11.2%) are younger than 20, 72 (67.3%) are between the ages of 20 and 30, 10 (16.8%) are between the ages of 31 and 40, and 5 (4.7%) are older than 40. This demonstrates that the bulk of responders are in the 20-30 years age group.

Regarding marital status, of the total 107 respondents, 79 respondents (74%) are married, and 28 respondents (26%) are unmarried. This indicates that the majority of respondents are married. Based on length of employment, of the total 107 respondents, 31 respondents (29%) have been employed for less than 1 year, 57 respondents (53.3%) have been employed for 1-5 years, 10 respondents (9.3%) have been employed for 6-10 years, and 9 respondents (8.4%) have been employed for more than 10 years. This shows that the majority of respondents have been employed for 1-5 years.

The bulk of respondents—54, or 50.5%—are in the Drafter division out of the 107 total respondents, with the remaining respondents being distributed among the Safety, Quality Control, Project Manager, Site Manager, Logistics, and Supervisor divisions. Five respondents (4.7%) have a master's degree (S2), twelve respondents (11.2%) have a bachelor's degree (S1), seventeen respondents (15.9%) have a diploma, and seventy-three respondents (68.2%) have just completed high school (SMA). This indicates that the greatest degree of education attained by the majority of respondents is high school (SMA).

Data Analysis

Validity Test

The validity test is the process of assessing how well a questionnaire or measurement instrument is able to accurately measure the variables that the researcher intends to study (Sugiyono, 2016). The method used in this test is With a degree of freedom (df) of 105 and a significance threshold of α = 0.05, Pearson's product-moment correlation yields a table value of r = 0.1900. If the computed r value is higher than the table r value, the statement in the questionnaire is deemed legitimate. Tables 2 through 5 below provide the validity test findings for each of the study's variables. Performance (Y).

Table 2. Validity Test Results for Performance (Y)

Indicator	Calculated r	r table	Description
Y.1	0,650	0,1900	Valid
Y.2	0,657	0,1900	Valid
Y.3	0,605	0,1900	Valid
Y.4	0,758	0,1900	Valid
Y.5	0,676	0,1900	Valid
Y.6	0,696	0,1900	Valid
Y.7	0,315	0,1900	Valid
Y.8	0,315	0,1900	Valid

Source: Researcher (2024)

From the table above, it can be seen that each statement in this research questionnaire obtained a calculated r (r-hitung) value greater than the table r (r-tabel) value of 0.1900. This result can be interpreted as all the indicators or items measuring the performance variable being considered valid.

Work Discipline (X1)

Table 3. Validity Test Results for Work Discipline (X1)

Indicator	Calculated r	r table	Description
X1.1	0,675	0,1900	Valid
X1.2	0,678	0,1900	Valid
X1.3	0,680	0,1900	Valid
X1.4	0,593	0,1900	Valid
X1.5	0,660	0,1900	Valid

Source: Researcher (2024)

From the table above, it can be seen that each statement in this research questionnaire obtained a calculated r (r-hitung) value greater than the table r (r-tabel) value of 0.1900. This result can be interpreted as all the indicators or items measuring the work discipline variable being considered valid.

Self-Efficacy (X2)

Table 4. Validity Test Results for Self-Efficacy (X2)

Indicator	Calculated r	r table	Description
X2.1	0,714	0,1900	Valid
X2.2	0,729	0,1900	Valid
X2.3	0,707	0,1900	Valid
X2.4	0,789	0,1900	Valid
X2.5	0,704	0,1900	Valid
X2.6	0,688	0,1900	Valid

Source: Researcher (2024)

From the table above, it can be seen that each statement in this research questionnaire obtained a calculated r (r-hitung) value greater than the table r (r-tabel) value of 0.1900. This result can be interpreted as all the indicators or items measuring the Self-Efficacy variable being considered valid.

***Locus of Control* (X4)**

Table 5. Validity Test Results for *Locus of Control* (X3)

Indikator	r_{hitung}	r_{tabel}	Keterangan
X3.1	0,539	0,1900	Valid
X3.2	0,461	0,1900	Valid
X3.3	0,551	0,1900	Valid
X3.4	0,619	0,1900	Valid
X3.5	0,691	0,1900	Valid
X3.6	0,346	0,1900	Valid

Source: Researcher (2024)

From the table above, it can be seen that each statement in this research questionnaire obtained a calculated r (r-hitung) value greater than the table r (r-tabel) value of 0.1900. This result can be interpreted as all the indicators or items measuring the Locus of Control variable being considered valid.

Reliability Test

The reliability test assesses the questionnaire's consistency as an indicator of the variable under investigation (Sugiyono, 2016). A Cronbach alpha value of better than 0.60 indicates that the questionnaire is credible. Conversely, if the Cronbach alpha value is less than 0.60, the questionnaire is considered unreliable. Below are the results of the reliability table using the Cronbach alpha formula:

Table 6. Reliability Test Results

Variable	*Cronbach alpha*	Criteria	Description
Performance (Y)	0,721	0,60	Reliable
Work Discipline (X1)	0,671	0,60	Reliable
Self-Efficacy (X2)	0,810	0,60	Reliable
Locus of Control (X3)	0,614	0,60	Reliable

Source: Researcher (2024)

The table above shows that all variables in this study are considered reliable because the Cronbach alpha coefficient values are greater than 0.60: Performance (0.721), Work Discipline (0.671), Self-Efficacy (0.810), and Locus of Control (0.614). These calculations conclude that all statements in the questionnaire are reliable as valid instruments for this research.

Classical Assumption Test

The Classical Assumption Test functions to ensure that the results of regression analysis are not affected by deviations that could influence the stability of the results. In this study, the classical assumption testing includes examining data normality, multicollinearity, and heteroscedasticity.

Normality Test

The normality test is used to determine if the distribution of standardized residuals in this study is normal or not (Ghozali, 2018). The Kolmogorov-Smirnov test is used to assess normalcy. The data is deemed regularly distributed if the p-value at the 0.05 level shows findings that are consistent with the normal distribution assumption. The following is the output table from the normalcy test.

Table 7. Normality Test Result

Variable	*Sig*	Description
Performance (Y) Work Discipline (X1) Self-Efficacy (X2) Locus of Control (X3)	0,128	Normally Distributed

Source: Researcher (2024)

From the table, it can be seen that the Asymp. Sig (2-tailed) value of the Kolmogorov-Smirnov test is 0.128, which exceeds the α value of 0.05. Therefore, the data used in this study is normally distributed, meeting the requirements to proceed with the multiple linear regression analysis.

Multicollinearity Test

The multicollinearity test determines if there is a substantial link between the regression model's independent variables (Ghozali, 2018). The VIF (Variance Inflation Factor) and tolerance values are utilized to identify multicollinearity in each independent variable. Multicollinearity is not present if the VIF value is less than 10 and the tolerance value is more than 0.10. If the VIF value is greater than 10 and the tolerance value is less than 0.10, this implies multicollinearity. The results of the multicollinearity test are displayed in the table below:

Table 8. Multicollinearity Test Result

Variable	*Tolerance*	VIF	Description
Work Discipline (X1)	0,988	1,013	No Multicollinearity Occurred
Self-Efficacy (X2)	0,915	1,093	No Multicollinearity Occurred
Locus of Control (X3)	0,911	1,098	No Multicollinearity Occurred

Source: Researcher (2024)

The table above demonstrates that there is no evidence of multicollinearity among the independent variables employed in this investigation. Based on the multicollinearity test findings, each variable has a tolerance value more than 0.10 and a VIF value less than 10. The tolerance value for the work discipline variable is (0.988) with a VIF of (1.013), self-efficacy is (0.915) with a VIF of (1.093), and locus of control is (0.911) with a VIF of (1.098). As a result, the independent variables included in this investigation do not appear to be multicollinear. These factors can be considered independent variables in regression analysis.

Heteroscedasticity

When the independent variables have a significance value greater than 0.05, the test results are concluded to indicate no heteroscedasticity problems. The heteroscedasticity test is used to assess the uneven distribution of variance in the regression model; if there is no heteroscedasticity, the regression model is deemed good (Ghozali, 2018). The Glejser test can be used to identify heteroscedasticity symptoms.Below is the output table of the heteroscedasticity test results:

Table 9. Heterocedasticity Test Result

Variable	**Sig.**	**Description**
Work Discipline (X1)	0,225	Tidak Terjadi Heteroskedastisitas
Self-Efficacy (X2)	0,320	Tidak Terjadi Heteroskedastisitas
Locus of Control (X3)	0,232	Tidak Terjadi Heteroskedastisitas

Source: Researcher (2024)

The aforementioned table indicates that all of the study's variables have significance values greater than 0.05. The results of the heteroscedasticity test reveal that the work discipline variable (0.225), self-efficacy variable (0.320), and locus of control variable (0.232) all have significance values that show no heteroscedasticity in this regression model.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to evaluate the effect of work discipline, self-efficacy, and locus of control on employee performance at CV Catha Rancang Bangun. The results of the multiple linear regression analysis using the SPSS program are presented in the following Table 10:

Table 10. Multiple Linear Regression Analysis Result

Variable	**Coefficients Regression**	**t**	**Sig.**
Constant	0,252		
Work Discipline (X_1)	0,213	**8,060**	**0,000**
Self-Efficay (X_2)	0,755	**32,002**	**0,000**
Locus of Control (X_3)	-0,38	**-1.172**	**0,244**
R^2	0,921		
t table	1,98326		

The table above shows the results of the multiple linear regression analysis, which can be rounded to form the following equation:

$Y = 0{,}252 + 0{,}213X_1 + 0{,}755X_2 - 0\ {,}38X_3.$

Interpretasi dari persamaan regresi linear berganda tersebut, yaitu :

a. The constant value is 0.252, meaning that the value of the performance variable is 0.252 units when the work discipline, self-efficacy, and locus of control variables are equal to 0, and other unexamined variables remain constant.

b. The regression coefficient for the work discipline variable (X1) is 0.213, meaning that performance will increase by 0.213 units for every one-unit increase in the work discipline variable, assuming that the other variables remain constant.
c. The regression coefficient for the self-efficacy variable (X2) is 0.755, meaning that performance will increase by 0.755 units for every one-unit increase in the self-efficacy variable, assuming that the other variables remain constant.
d. The regression coefficient for the locus of control variable (X3) is -0.38, meaning that performance will decrease by 0.38 units for every one-unit increase in the locus of control variable, assuming that the other variables remain constant.

Goodness of Fit Test

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used to assess how much the model contributes to explaining the variation in the dependent variable, meaning how much the independent variables influence the dependent variable (Sugiyono, 2016). The results of the coefficient of determination test are shown in the table below:

Table 11. Coefficient of Determination Test Result

Description	Value
Correlation Value (R)	0,960
R Square Value	0,921
Adjustes R Square	0,919
Standard Error of the Estimate	0,17438

The table displays the results of the calculation of the coefficient of determination (R^2), with an adjusted R^2 value of 0.919, which can be interpreted as 91.9%. This means that the Performance variable is influenced by 91.9% by the variables of Work Discipline, Self-Efficacy, and Locus of Control. The remaining 8.1% is contributed by other variables not investigated in this study, such as Work Motivation, Work Environment, and Career Development.

F Test

Table 12. F Test Result

Model	*Regression*
F Value	400,893
Sig Value	0,000

It is known that the value of the table df = (k-1), (n-k) is (4-1), (107-4) = (3), (103) = 2.69. Based on the table above, it is known that the F value calculated with the regression model is 400.893, so F calculated (400.893 > 2.69) with a significance of 0.000 < 0.05. Therefore, it can be concluded that the developed regression equation model meets the specified criteria.

Partial Hypothesis Test

The t-test is employed to assess the individual or partial impact of each independent variable on the dependent variable (Ghozali, 2018). Specifically, the t-test helps determine if an independent variable has a significant effect on the dependent variable, in this case, evaluating how Discipline (X1), Self-Efficacy (X2), and Locus of Control (X3) influence Performance (Y). With a significance level (α) of 0.05 and a confidence level of 95%, the t-table value obtained is 1.98326, with degrees of freedom (df) equal to 104 (107 minus the number of independent variables).The results of the test can be seen in the table below:

First Hypothesis

According to Table 10, the calculated t-value for Work Discipline is 8.060, with a significance value of 0.000. Since the calculated t-value exceeds the t-table value (8.060 > 1.98326) and the significance value is less than 0.05 (0.000 < 0.05), the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. This indicates that Work Discipline has a positive and significant impact on Employee Performance. Therefore, the first hypothesis, which asserts that Work Discipline positively and significantly affects the Employee Performance of CV Catha Rancang Bangun, is confirmed.

Second Hypothesis

Based on Table 10, the t-value for self-efficacy is 32.002, with a significance value of 0.000. Since the t-value (32.002) exceeds the t-table value (1.98326) and the significance value (0.000) is below 0.05, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted. This indicates that self-efficacy has a positive and significant impact on the dependent variable. Therefore, the second hypothesis, which states that Self-Efficacy positively and significantly influences Employee Performance at CV Catha Rancang Bangun, is confirmed.

Third Hypothesis

According to Table 10, the t-value for Locus of Control is -1.171, with a significance value of 0.244. Since the t-value (-1.171) is smaller than the t-table value (1.98326) and the significance value (0.244) exceeds 0.05, the null hypothesis (H0) is accepted, and the alternative hypothesis (Ha) is rejected. This indicates that there is no positive and significant effect of the independent variable on the dependent variable. Therefore, the third hypothesis, which asserts that Locus of Control has a positive and significant effect on Employee Performance at CV Catha Rancang Bangun, is rejected.

DISCUSSION

The Effect of Work Discipline on Employee Performance at CV Catha Rancang Bangun

The study's findings demonstrate that work discipline significantly and favorably affects CV Catha Rancang Bangun employees' performance. Disciplined employees are more productive, produce quality work, and are more committed to the company's goals. Work discipline is crucial for meeting deadlines, maintaining the company's reputation, and fostering better teamwork. This can be explained from the perspective of human capital theory, which suggests that employees with good discipline tend to exhibit organized, responsible, and productive behaviors. Work discipline is an aspect of human capital management because it reflects how well employees can manage time, complete tasks on time, and adhere to workplace standards. With high work discipline, employees are better able to focus on developing their skills and knowledge, which, in turn, enhances their performance.

The statement aligns with the research conducted by Zaenal Arifin & Sasana (2022), Salsafila et al. (2023), Darmastuti et al. (2023), Yuliantini & Suryatiningsih (2021), and Sukiyah et al. (2021), which concludes that work discipline has a positive and significant impact on performance.

The Effect of Self-Efficacy on Employee Performance at CV Catha Rancang Bangun

The study's findings show that employee performance at CV Catha Rancang Bangun is positively and significantly impacted by self-efficacy. Self-efficacy is the conviction that one can accomplish activities successfully. Employees are more inclined to take initiative, overcome obstacles, and stay motivated to produce favorable outcomes when they have confidence in their ability to complete their jobs effectively. Employees with high self-efficacy tend to be more productive and capable of delivering higher-quality work. This is crucial for the company, as the more confident employees are, the better their performance will be, ultimately supporting the overall achievement of the company's goals.

In the perspective of Human Capital Theory, self-efficacy can be considered as part of human capital management, as the higher an employee's belief in their abilities, the greater their likelihood to develop new skills and improve work quality. In other words, investing in the development of employee self-efficacy can enhance their human capital, which in turn improves their performance and contribution to the organization. Employees with high self-efficacy tend to be more confident when facing problems and challenges at work. They are more motivated to strive towards achieving goals, even when faced with difficulties. This confidence enhances their competitiveness, creativity, and productivity, which ultimately contributes to improved performance.

The statement above is in line with the research conducted by Darmarini et al., (2024), Sari & Sulistio (2023), Prastika et al., (2024), Aghitsni & Busyra (2022) and Fadilah et al., (2022) It states that self-efficacy has a positive and significant effect on performance.

The Effect of Locus of Control on Employee Performance at CV Catha Rancang Bangun

According to the study's findings, employee performance at CV Catha Rancang Bangun is unaffected by locus of control. The term "locus of control" describes a person's conviction that they have power over the results of their activities. While workers with an external locus of control credit results to other forces like luck or other people, individuals with an internal locus of control think that their own efforts and skills are what led to their success. These beliefs, however, had no discernible effect on performance in our study. This could be because other elements, such managerial support or the workplace culture, have a bigger impact on how well employees perform.

From the perspective of Human Capital Theory, employees consider, view, and respond to both external and internal factors in their work. However, despite locus of control potentially influencing performance, this study shows that other factors, such as work discipline or self-efficacy, have a more significant effect on performance. Employees prioritize the development of skills, knowledge, and individual abilities, which are more closely linked to behaviors influenced by internal factors like self-efficacy and discipline, rather than external factors like locus of control.

The statement above is in line with the research conducted by Tossa et al., (2023) and Andrawina (2022) It mentions that locus of control does not have an impact on performance.

CONCLUSIONS AND RECOMMENDATIONS

The author draws the following conclusions from the study's analysis and discussion: 1) At CV Catha Rancang Bangun, work discipline significantly and favorably affects employee performance. 2)Self-efficacy also positively and significantly influences employee performance at CV Catha Rancang Bangun. 3)Locus of control, however, does not affect employee performance at CV Catha Rancang Bangun.

The company is advised to continuously encourage a culture of discipline in the workplace. One way to achieve this is by establishing clear rules and providing training on the importance of work discipline. The company is also advised to offer training and coaching that helps employees improve their skills and knowledge. Additionally, providing positive feedback and recognition for small achievements can enhance their self-confidence. The company can create a supportive and collaborative work environment, allowing employees to feel more comfortable sharing ideas and asking questions when facing challenges.

According to this study, the factors under investigation account for 91.9% of employee performance, with other factors accounting for the remaining 8.1%. Therefore, it is recommended that future researchers look at other elements like motivation, work environment, or job satisfaction that may have an impact on employee performance. Future research might look at other industries including services, food and beverage, and financial institutions, or it could broaden its focus to include not only Jakarta but the entire country. This study only looked at a manufacturing company in Jakarta. Furthermore, this study only uses one Grand Theory as its foundation; further research may include more theories for every variable.

FURTHER STUDY

Future research can explore additional factors like motivation, work environment, and job satisfaction to provide a more comprehensive analysis. Expanding to different industries and regions can offer insights into cultural and sectoral variations. A longitudinal approach can examine long-term effects, while intervention-based studies on leadership programs or incentives can provide practical solutions. Integrating multiple theories, such as Social Cognitive Theory, would further enrich the understanding of employee performance.

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