

The Role of Organizational Citizenship Behavior (Ocb) In Mediating Self-Efficacy, Locus of Control, Burnout on The Performance of Bri Jember Employees

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ABSTRACT : This research aimed to determine the role of organizational citizenship behavior (OCB) in mediating self-efficacy, locus of control, burnout on the performance of BRI Jember employees. This research used the Explanatory Research type. The population in this study was all BRI Jember employees with permanent employment status and working for more than one year because employees who had experience will be more consistent in their work, numbering 100 people. The sampling method used the Saturated Sample method/Census Method. The data analysis method used Structural Equation Modeling (SEM) with the SmartPLS application. The results of the research showed that 1) Self-Efficacy, Locus of Control, Burnout influenced the Organizational Citizenship Behavior (OCB) of BRI Jember Employees, 2) Self-Efficacy, Locus of Control, Burnout, Organizational Citizenship Behavior (OCB) influenced the Performance of BRI Employees Jember, 3) Organizational Citizenship Behavior (OCB) mediated the influence of Self-Efficacy, Locus of Control, Burnout on BRI Jember Employee Performance.

KEYWORDS -*Self-Efficacy, Locus of Control, Burnout, OCB, Employees Performance*

I. INTRODUCTION

The development of the banking world in Indonesia is growing very rapidly. It can be seen from the real sector, the increasing number of banking companies in Indonesia. Banking has an important role in the economy and development in Indonesia. the growth of the banking industry in Indonesia, it can be seen from the proliferation of banks operating in Indonesia (Chairina et al., 2019).

One of them is PT. Bank Rakyat Indonesia (BRI) is one of the state-owned banks in Indonesia. Bank Rakyat Indonesia (BRI) Jember offers a variety of banking services for individual, small and medium business and corporate customers. The types of credit offered include People's Business Credit (KUR), Working Capital Credit, Unsecured Credit, and Home Ownership Credit (KPR).

Based on BRI Jember performance data in 2022, it showed that 100% of the targets that have been set have not been achieved. In order to be able to face change and win business competition, BRI Jember employees are required to be able to meet the credit distribution targets given by management. one of the reasons is due to the decline in employee performance seen in the aspects of quality, quantity, working time and cooperation to achieve the targets that have been set (Sutrisno, 2019: 123).

Locus of control is a belief about whether the results of our actions depend on what we do or on events outside our personal control (Sabrina, 2021). The problem of locus of control is a decrease in employee performance due to miscommunication between BRI Jember employees who tend to be passive regarding problems regarding the work they do and therefore choose to wait for directions from their colleagues or superiors. It showed that employees lack initiative so they are unable to solve problems independently and are slow in making decisions, for example related to inaccurate assessment of potential debtors, which causes problems in the future.

The problem related to self-efficacy was that there are financial employees who had potential in the marketing sector but still want to work in the financial sector. Employees sometimes feel less confident when accepting new work. It has a negative impact on the mindset that employees have. Employees tend to be more comfortable with monotonous work phases, so their soft skills are limited. Employees' mastery of soft skills can be used as capital in taking on new, more challenging jobs.

Based on the results of initial observations indicating that there are problems related to OCB of BRI Jember employees, it is known that there are several employees who are indifferent to fellow co-workers so that they demand other employees to immediately complete their tasks for their own benefit. Apart from that, when other employees were absent from work due to sick leave or maternity leave, sometimes there are still employees' co-

workers who object to being willing to help collect customers who are not their responsibility. Employee behavior that is a company's demands is not only in-role behavior but also extra-role behavior within the company. (Ravida blue color which will revise itself)

II. THEORITICAL REVIEW

2.1 *Self efficacy*

According to Hasibuan&Malayu (2020:191) stated that self-efficacy was an individual's belief regarding his or her ability to achieve a target in carrying out tasks and actions. These beliefs encouraged individuals to determine feelings, thinking, self-motivation and behavior. Meanwhile, according to Enny (2019:81), self efficacy was part of self-concept, which is a person's belief in their ability to direct tasks effectively and take the necessary actions. According to Dewi &Harjoyo (2019:98) self efficacy is one's own perception of how well one can function in a particular situation. Self efficacy related to the belief that oneself has the ability to carry out the expected actions. According to (Enny, 2019: 101) self efficacy had 5 indicators, namely: 1) Feelings of being able to carry out the tasks given, 2) Enjoying challenging tasks, 3) Better abilities, 4) Satisfaction with the tasks received, 5) Confidence solve problems in various situations.

2.2 *Locus of control*

Locus of control was defined as a person's perception of the source of their fate. Ajabar (2020:88). Then, according to (Sabrina, 2021: 102) stated that locus of control orientation is a belief about whether the results of our actions depend on what we do or on events outside our personal control. According to Hasibuan&Malayu (2020:162), locus of control determined the extent to which they believe that their behavior influenced what happens to them. Some people believed that they can control their own destiny and bear responsibility for what happens to them. They saw control over their lives as coming from within themselves.

According to Ajabar (2020:107) indicators of locus of control were as follows, 1) Likes to work hard, 2) Has high initiative, 3) Always tries to find solutions to problems, 4) Always tries to think as effectively as possible, 5) Always has the perception that effort must be made if you want to succeed

2.3 *Burnout*

According to Hasibuan&Malayu (2020:170) burnout was extreme fatigue that occurs, regardless of culture, which occurs due to the high demands of the work environment among young, educated employees which causes them to be overwhelmed in achieving a career and stressed by prolonged work pressure so that they are unable to again to solve it. (Turay et al., 2019) said that burnout was a syndrome of emotional, physical and mental exhaustion, associated with low feelings of self-esteem, caused by suffering from intense and prolonged stress. According to (Francisco et al., 2021), burnout was a condition of emotional exhaustion and negative attitudes over time. It was further explained that these negative attitudes include fatalism, boredom, displeasure, cynicism, inadequacy, failure, overwork, rudeness, dissatisfaction and running away. Burnout was the result of prolonged stress and occurs when individuals begin to question their personal values (Le et al., 2022).

Sabrina (2021:99) explained that there were five burnout indicators which were indicators for measuring burnout, namely: 1) Exhaustion, 2) Depersonalization, 3) Reduced Personal Accomplishment, 4) Cynicism, 5) Ineffectiveness .

2.4 *Organizational citizenship behavior (OCB)*

According to Ajabar (2020:112) OCB was free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. In other words, OCB was employee behavior that exceeds the required role, which was not directly or explicitly recognized by the formal reward system. Meanwhile, Titisari (2014: 17) believed that OCB was an individual's contribution that exceeds role demands in the workplace which involved several behaviors including helping others, volunteering for extra tasks, complying with workplace rules and procedures. So, in general, what was meant by OCB was a form of individual behavior that exceeds formal requirements which was carried out voluntarily without expecting remuneration to improve the organization.

According to Organ (Titisari, 2014:45) suggested that there were five indicators of OCB, namely: 1) Altruism, 2) Conscientiousness, 3) Sportsmanship, 4) Courtesy, 5) Civic Virtue

2.5 *Performance*

Dewi &Harjoyo (2019: 89) said that performance was the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standards of work results, targets or objectives or predetermined criteria that had been mutually agreed upon. Performance was basically what employees did or didn't do. According to Enny (2019:78) stated that performance was the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the

responsibilities given to him. Meanwhile, according to Erum et al (2020) performance was the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, seriousness and time. According to Hasibuan&Malayu (2020:178) indicators of employee performance were, 1) Quantity, 2) Quality, 3) Punctuality, 4) Attendance, 5) Ability to work together.

2.6 Previous Research

Research (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB). However, there was a research gap in the results of research conducted by (Ingusci et al., 2019) which stated that organizational citizenship behavior (OCB) had no effect on employee performance.

III. METHOD

This research used the *Explanatory Research* type. The population in this study was all BRI Jember employees with permanent employment status and working for more than one year because employees who had experience will be more consistent in their work, numbering 100 people. The sampling method used the Saturated Sample method/Census Method. The data analysis method used *Structural Equation Modeling* (SEM) with the SmartPLS application.

IV. DISCUSSION

4.1 The Influence of Self Efficacy on Organizational Citizenship Behaviour (OCB)

The results of the hypothesis test showed that *Self Efficacy* influenced *Organizational Citizenship Behavior* (OCB) by looking at the significance level, which was 0.000. The influence was shown by the regression coefficient was positive, meaning that the better Self Efficacy, the more *Organizational Citizenship Behavior* (OCB) would increase (H1 is accepted). *Self efficacy* was an individual's belief in their abilities to carry out tasks or actions necessary to achieve goals. Someone with high *self-efficacy* believed they are able to do something to change events around them, while someone who had low *self efficacy* considered themselves unable to do everything around them (Hasibuan&Malayu, 2020). One of the variables that can influence OCB was *self efficacy* because self efficacy was able to enable someone to handle things other than their obligations at work. Self efficacy could lead to job satisfaction so that in the end it could trigger Organizational Citizenship Behavior to occur. (Omar et al., 2016) stated that self efficacy could influence Organizational Citizenship Behavior positively because the higher an employee's self efficacy, the higher the Organizational Citizenship Behavior carried out by employees in a company. The results of this research were in line with research conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB).

4.2 Locus of Control Influences on Organizational Citizenship Behaviour (OCB)

The results of the hypothesis test showed that Locus of Control influenced Organizational Citizenship Behavior (OCB) by looking at the significance level, which was 0.009. The influence was shown by the regression coefficient was positive, meaning that the better Locus of Control, the more Organizational Citizenship Behavior (OCB) would increase (H2 is accepted). Locus of Control was described as an indicator with two opposing sides. An indicator that reflected the extent to which people believe that what happens to them was within their control or outside their control. Employees with a high level of internal control would show more initiative behavior in achieving goals, be more responsible in building an organizational learning culture (Enny, 2019). Locus of Control could influence organizational citizenship behavior because someone who had strong control over themselves over events in life can encourage themselves to work hard. The greater the Locus of Control that was applied, the greater the willingness to work outside the member's job description for the organization (Organizational Citizenship Behavior), and vice versa, the smaller Locus of Control, the Organizational Citizenship Behavior would decrease (Arshad, Zubia and Sakina, 2021)

The results of this research were in line with research was conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB).

4.3 The Influence of Burnout on Organizational Citizenship Behaviour (OCB)

The results of the hypothesis test showed that Burnout had an effect on Employee Performance by looking at the significance level, which was 0.024. The influence was shown by the regression coefficient was positive,

meaning that the better the Burnout, the more Organizational Citizenship Behavior (OCB) would increase (H3 is accepted).

Social exchange theory argued that individuals form exchange relationships obtained benefits in a balanced and fair manner. Situations where employees experience emotional distress were seen as values that cannot be justified in a work relationship. This is because the value provided exceeds the benefits that must be provided in the workplace (Dewi & Harjojo, 2019). Employees form exchange relationships obtained benefits in a balanced and fair manner. Situations in which employees experience emotional exhaustion were seen as unjustified value in an employment relationship. This is because the value provided exceeds the benefits that must be provided in the workplace. Therefore, the value was seen as very expensive and unjustified. Emotional exhaustion tends to hinder the quality of work relationships. Research evidence showed that low-quality social relationships in the workplace cause hindered work performance (Le et al., 2022). The results of this research were in line with research was conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influences employee performance through organizational citizenship behavior (OCB).

4.4 The Influence of Self Efficacy on Employee Performance

The results of the hypothesis test showed that Self Efficacy has an effect on Employee Performance by looking at the significance level, which was 0.020. The influence was shown by the regression coefficient is positive, meaning that the better Self Efficacy, the employee performance would increase (H4 is accepted).

(Ajabar, 2020) stated that high self-efficacy would make employees more optimistic in completing the work assigned to them, but vice versa, if an employee had low self efficacy, the employee would feel less confident in completing their work. Self efficacy would have a positive impact on employee performance and their experience of success, the experience of other individuals, verbal persuasion, and physiological states. The better the experience of success and other individual experiences, the better the employee's performance, and the better the employee's verbal persuasion and physiological state, the better the employee's performance. Self-efficacy was really needed in employees, by increasing their ability to carry out the tasks given (Dyrbye et al., 2019). The results of this research were in line with research was conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB).

4.5 Locus of Control Influences on Employee Performance

The results of the hypothesis test showed that Locus of Control influenced employee performance by looking at the significance level, which was 0.002. The influence was shown by the regression coefficient is positive, meaning that the better the Locus of Control, the more employee performance would increase (H5 is accepted).

According to (Hasibuan & Malayu, 2020), Locus of Control determined the extent to which they believed that their behavior influenced what happened to them. Some people believed that they could control their own destiny and bear responsibility for what happened to them. They saw control over their lives as coming from within themselves. Individuals who had a strong internal Locus of Control would tend to have relatively better performance compared to those with a low internal Locus of Control. On the other hand, a strong external Locus of Control tended to make workers who were resigned in facing events tend to have low performance. Locus of Control was a driving force to improve employee performance in carrying out tasks were assigned by their organization. Locus of Control that was carried out well would make employees enthusiastic about working without feeling pressured at work (Abun et al., 2021). The results of this research were in line with research conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB).

4.6 The Effect of Burnout on Employee Performance

The results of the hypothesis test showed that Burnout had an effect on Employee Performance by looking at the significance level, which was 0.024. The influence was shown by the regression coefficient was positive, meaning that the better burnout, the more employee performance would increase (H6 is accepted).

(Hasibuan & Malayu, 2020) stated that Burnout had symptoms that could be seen in physical condition, changes in behavior and less effective and efficient performance. Such as the emergence of feelings of frustration, hopelessness, sadness, helplessness, depression, apathy towards work and feeling shackled by tasks at work so that a person feels unable to provide services psychologically. Burnout could affect people regardless of age, gender, occupation, education and was increasingly recognized as a serious problem that could affect a person's life. This behavior should be something that the company must pay attention to, because the increasing

burnout of an employee would have a negative impact on employee performance (Zaid, 2019). The results of this research were in line with research conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influences employee performance through organizational citizenship behavior (OCB).

4.7 The Influence of Organizational Citizenship Behavior (OCB) on Employee Performance

The results of the hypothesis test showed that Organizational Citizenship Behavior (OCB) influenced employee performance by looking at the significance level, which is 0.015. The influence was shown by the regression coefficient was positive, meaning that the better Organizational Citizenship Behavior (OCB), the employee performance would increase (H7 is accepted). According to (Titisiari, 2014) stated that OCB was an individual's contribution that exceeds role demands in the workplace which involved several behaviors including helping others, volunteering for extra tasks, complying with workplace rules and procedures. The existence of the Organizational Citizenship Behavior (OCB) factor was an important factor that contributed to improve employee performance, so the company targets can still be achieved. The more often OCB was implemented, the better the employee performance would be. Organizational Citizenship Behavior (OCB) behavior tended to see an employee as a social creature rather than an individual creature who only cared about himself and the ability to have and feel empathy and sympathy for other people as well as for his environment and aligning the values held with the values found in environment to be able to improve better social interactions (Lailatur Rizki et al., 2019). The results of this research were in line with research conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB).

4.8 Indirect Influence of Self Efficacy mediated by Organizational Citizenship Behavior (OCB) on Employee Performance

The results of the hypothesis test showed that Organizational Citizenship Behavior (OCB) was proven to mediate the influence of Self Efficacy on Employee Performance by looking at the Sobel test, namely $1.69 < 1.96$. The influence shown by the regression coefficient was positive, meaning that the better Organizational Citizenship Behavior (OCB), the more mediating the influence of Self Efficacy on Employee Performance (H8 is accepted). According to (Hasibuan & Malayu, 2020) OCB was a free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. (Enny, 2019) The work environment or conditions were all physical aspects of work, work psychology and work regulations that can influenced job satisfaction and work productivity. So, in general, what was meant by OCB was a form of individual behavior that exceeds formal requirements which was carried out voluntarily without expecting remuneration to improve the organization. The results of this research were in line with research conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB).

4.9 Indirect Influence of Locus of Control mediated by Organizational Citizenship Behavior (OCB) on Employee Performance

The results of the hypothesis test showed that Organizational Citizenship Behavior (OCB) was proven to mediate the influence of Locus of Control on Employee Performance by looking at the sobel test, namely $1.100 < 1.96$. The influence shown by the regression coefficient is positive, meaning that the better Organizational Citizenship Behavior (OCB), the more it will mediate the influence of Locus of Control on Employee Performance (H9 is accepted). According to (Titisiari, 2014), OCB was an individual's contribution that exceeds role demands in the workplace which involved several behaviors including helping others, volunteering for extra tasks, complying with workplace rules and procedures. has been determined. The results of this research are in line with research conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al., 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influences employee performance through organizational citizenship behavior (OCB).

a. Indirect Effect of Burnout mediated by Organizational Citizenship Behavior (OCB) on Employee Performance

The results of the hypothesis test showed that Organizational Citizenship Behavior (OCB) is proven to mediate the effect of Burnout on Employee Performance by looking at the sobel test, namely $0.09 < 1.96$. The influence was shown by the regression coefficient is positive, meaning that the better Organizational Citizenship Behavior

(OCB), the more it will mediate the influence of Burnout on Employee Performance (H10 is accepted). Organizational Citizenship Behavior (OCB) is part of the science of organizational behavior. OCB is a form of work behavior that is usually not visible or taken into account. There are two approaches to the OCB concept, namely OCB is extra-role performance which is separate from in-role performance or performance that matches the job description. The second approach is to view OCB from political principles or philosophy (Hasibuan&Malayu, 2020). The results of this research are in line with research conducted by (Chairina et al., 2019), (Turay et al., 2019), (Francisco et al., 2021), (Abun et al., 2021), (Le et al. , 2022), (Erum et al., 2020), (Arshad, Zubia and Sakina, 2021), (Omar et al., 2016), (Dyrbye et al., 2019) showed that self-efficacy, locus of control, burnout influenced employee performance through organizational citizenship behavior (OCB).

4.11 Conceptual Framework

Based on the background, problem formulation, objectives, and literature review, it can be concluded that this research was conducted to prove and analyze the influence of important variables, namely self-efficacy, locus of control, burnout, organizational citizenship behavior (OCB), and the performance of BRI Jember employees. The conceptual framework in this research described the direct and indirect influence between variables. The research conceptual framework is shown in Figure 1 as follows:

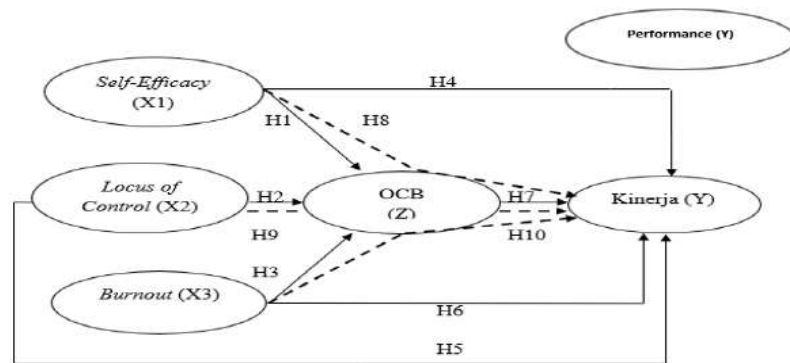


Figure 1. Conceptual Framework

Information:
 —————> : Direct Influence
 - - - - -> : Indirect Influence

V. CONCLUSION

Based on the research results, it showed that 1) Self-Efficacy, Locus of Control, Burnout influenced the Organizational Citizenship Behavior (OCB) of BRI Jember Employees, 2) Self-Efficacy, Locus of Control, Burnout, Organizational Citizenship Behavior (OCB) influenced Employee Performance BRI Jember, 3) Organizational Citizenship Behavior (OCB) mediated the influence of Self-Efficacy, Locus of Control, Burnout on BRI Jember Employee Performance.

This research provided an overview of the influence of variables other than Self Efficacy, Locus of Control, Burnout, Organizational Citizenship Behavior (OCB) on Employee Performance, for example Work Environment, Work Stress, Work Load, etc.

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