The Effect of Self-Esteem and Self Efficacy and Locus of Control on Employee Performance with Satisfaction as Intervening Variable

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ABSTRACT: This research aims to analyze how The Effect of Self-Esteem and Self Efficacy and Locus of Control on Employee Performance with Satisfaction as an Intervening Variable in Apotek Kimia Farma Samarinda. This study uses a quantitative approach and utilizes a sample of 80 correspondence from Apotek Kimia Farma. The author used SmartPLS version 3.2.9 as the analysis tool and conducted data analysis using PLS in two stages, first by evaluating the outer models or measurement model, and second by asseing the inner model or structural model. The results of the research showed that Self-esteem has a negative and insignificant effect on satisfaction, Self-asesteem has a negative and insignificant effect on performance, Self-efficacy does not have a significant positive satisfaction, Locus of Control has a positive and significant effect satisfaction, Locus Of Control has an insignificant and positive effect on performance, satisfaction has a positive and significant effect on performance
Keywords: Self-Esteem, Self-Efficacy, Locus of Control, Employee Performance Satisfaction, Kimia Farma Apotek-

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I. INTRODUCTION

Employee performance is the main benchmark of organizational success, the organization's goal is always to strive to improve employee performance so that the company is able to achieve its vision and mission. Employees are required to be able to complete their work and responsibilities effectively and efficiently. Performance can be known and measured if an individual or group of employees has success criteria as a benchmark set by the company. Various ways will be taken by the company in improving employee performance by paying attention to the attitudes and behaviors of employees. Performance is closely related to the attitude of employees towards their own work, work situation, cooperation between leaders and fellow employees. This determines his attitude and stance. Performance that is realized by employees is also supported by several factors.

Job satisfaction allegedly can affect employee performance. According to (Indah Puji Lestari, 2015) clearly illustrates the interrelationship between performance and job satisfaction. On the one hand, it is said that job satisfaction causes an increase in performance so that satisfied workers will show good performance as well. On the job satisfaction side, it is also caused by work performance or performance so that workers who perform well will get satisfaction. Job satisfaction can be seen from various employee characteristics that can be observed from attitudes, behaviors, perspectives, and situations at work. The company always expects the performance of its employees to be good, thus for increased job satisfaction in improving employee performance the company needs to pay attention to self-assessment, self-confidence, Locus of Control of employees. This very high performance is inseparable from things related to employee attitudes and behavior at work or what is called self-concept. Self-esteem is an evaluation that individuals have related to self-acceptance, which from this evaluation is shown how individuals evaluate themselves, recognition that they have an ability or not, as a successful person or not, and so on. Self-esteem as a belief in self-value 2 itself, the higher the Self-Esteem possessed by an employee will improve individual performance because of the level of Self-Esteem that makes employees feel valued so that employees try to work better and performance increases. Conversely, if the

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Self-esteem of an employee is low, his performance will decrease.

Another factor that affects employee performance is Locus of Control as a personality attribute where an individual is distinguished based on the degree of confidence in controlling the events that occur in their lives. The locus of control consists of an internal locus of control and an external locus of control., Locus of Control is one of the determinants of individual performance in addition to other personal ability variables. The organization needs employees who are willing to work hard for the benefit of the organization and are willing to be fully involved in 3 efforts to achieve the goals and survival of the organization. This is one way so that employees do not experience interference in completing their work, because each individual feels they can control themselves, they will be better able to control the consequences and what occurs in the environment so that they will be more satisfied with the achievements that have been done.

In addition, employees who have high Self-Efficacy will appear individuals who are confident in their competence and ability to carry out work. Self-Efficacy is a belief about the probability that a person can carry out successfully some action or future and achieve some result. Self-Efficacy reflects an individual's momentary confidence in their ability to perform a specific task at a specific level of performance. This belief in one's own abilities will make a person confident, and this ability can later be used to help other employees who are overloaded.

Performance measurement systems can assist leaders in monitoring the strategic implementation of activities by comparing actual results with strategic goals and objectives. Performance measurement is inseparable from the influence of levels in the organizational structure. As users of information generated from performance measurement, leaders of top-level organizations certainly have different information needs compared to leaders at the middle and lower levels. In principle, measuring a person's performance can be seen in terms of the quality of his work, the quantity or how much he can produce something in a certain time, the timeliness of completion of his work, the use of the resources he has, his independence both individually and in teamwork, his commitment to the organization, and his responsibility for what he has done.

According to research conducted by (Ary &; Sriathi, 2019) with the title The Effect of Self-Efficacy and, Locus of control on Employee Performance The study at Ramayana Mal Bali uses multiple linear regression analysis methods with the results of the study showing variables of Self-efficacy and, Locus of Control has a positive and significant effect on the performance of Ramayana Mal Bali employees. Results of other studies conducted by (Noviawati, 2016) with the title of thesis The Effect of Self-efficacy on Employee Performance with Motivation as an Intervening Variable, a study on employees of the Finance Division and Human Resource Division of PT. Coca Cola Distribution Indonesia, Surabaya with the results stated that Self-Efficacyhas no effect on employee performance. And, according to Ogunmakin Abel's research entitled Self-confidence, Locus of control and Academic Performance of Secondary Scholl Student in Ondo State, Nigeria with the results of research Self-efficacy and Locus of control significantly affect academic performance while Locus of control does not have a significant influence.

Entering 2022, all Kimia Farma personnel have a number of mutual hopes and commitments. This is done so that this year Kimia Farma can achieve a higher level, exceeding the achievements achieved last year. Kimia Farma in 2022 carries the theme "Go Fast to the Next Level!", this is a continuation of last year's theme, namely "Winning the Momentum" which has been achieved by all entities throughout 2021. 2022 is a year of change, a year when there will be more action and now, and that action must be done at high speed. To become a global player, of course, the company must develop, change towards a more advanced direction in the future. Therefore, we need a new spirit, enthusiasm and inspiration that will accompany the spirit of work of all Kimia Farma personnel. Chemical Farma! Go Fast to the Next Level.

Kimia Farma Apotek is a subsidiary of PT. Kimia Farma Tbk which is a State-Owned Enterprise established in 1817 is the first pharmaceutical industry company in Indonesia engaged in pharmaceutical retail and Healtycare. Kimia Farma pharmacies spread from Sabang to Merauke until 2022 counted 48 Business Units and 1,182 Outlets. This research was conducted within the Kimia Farma Business Unit of Samarinda in East Kalimantan province, where there are 29 outlets spread across 25 outlets in the city of Samarinda, 1 outlet in West Kutai precisely in Barongtongkok and 3 outlets in East Kutai covering the Sanggata and Bontang areas. With a total of around 158 employees consisting of employees of PT (Permanent Supervisor), PKWT (Certain Time Work Employees) and MB (Certified Internships). Turnover is one aspect that can determine employee performance, the turnover generated from each outlet of Kimia Farma Apotek Samarinda Business Unit is expected to reach or even exceed the set target. The turnover target has never reached the target set by the company. Employee performance in a company should be a pillar to run the company's life cycle, where employees are placed, and employee performance will be seen along with the results obtained within a certain period. Optimal employee performance is the essence of the assessment expected by the company to achieve high work productivity.

Optimal employee performance is the essence of the assessment expected by the company to achieve high work productivity. Based on the work meeting in October 2022, it shows that the performance of pharmacy

chemical employees throughout Indonesia in 2022 until September has not reached the desired target, only reaching 71% of the existing target.

The work performance of the Samarinda Samarinda Business Unit until semester 1 of 2022 (January – June 2022) only reached 67.13% of the specified target. Looking at the data from the past 5 (five) years (2018 – 2022 semester 1) has decreased work performance periodically, On 2022, the employee performance of the Samarinda Pharmacy Chemical Business Unit is quite fluctuating but does not show a significant increase. Based on the observations from interviews in each Kimia Farma pharmacy business unit, there are several new graduate employees who lack confidence, feel less able to handle customers properly, make their profession a burden, easily stressed, and lack discipline, which ultimately has an impact on decreasing UB Samarinda's work performance. Individuals with high Self-Esteem may have strong Self-Efficacy in coping with tasks, which in turn can increase their self-confidence. High Self-Efficacy can influence self-control because individuals believe in their results. All of these factors, together or individually, can contribute to better performance and higher job satisfaction.

Based on this background, researchers analyze the effect of Self-esteem on job satisfaction; to analyze the effect of Self-Efficacy on job satisfaction; to analyze the effect of Locus of Control on job satisfaction; to analyze the effect of Self-Esteem on job performance; to analyze the effect of Locus of control on work performance; and to analyze the effect of job satisfaction on employee performance.

II. LITERATURE REVIEW

Employee Performance

Performance in the organization is the answer to the success or failure of organizational goals that have been set. Bosses or managers often don't pay attention unless it's bad or things go awry. Too often managers don't know how badly performance has slumped so that a company or agency faces a serious crisis. Deep organizational adverse impressions result in and ignore the warning signs of deteriorating performance. According to (Wuryaningsih &; Kuswati, 2013) Expressing performance (work performance) is a result of work achieved by a person in carrying out the tasks assigned to him which is based on ability, experience, and sincerity and time.

According to (Wuryaningsih &; Kuswati, 2013) Expressing performance is a real behavior that everyone displays as work achievements produced by employees in accordance with their role in the company. Based on the information above, performance is work performance or work results, both quantity and quality of work, a combination of abilities and opportunities produced by employees compared with specified work targets. Then according to (Wuryaningsih &; Kuswati, 2013) A person's performance is a combination of business ability and opportunity that can be assessed from the results of his work.

Job Satisfaction

Job satisfaction is a common attitude toward a person's job that shows the difference between the amount of rewards workers receive and the amount they believe they should receive. Job satisfaction is an emotional attitude that is pleasant and loves his job, this attitude is reflected by work morale, discipline and work performance. Job satisfaction as a positive feeling about a person's job that is the result of an evaluation of his characteristics. A person with a high level of job satisfaction has positive feelings about the job, while a dissatisfied person has negative feelings about the job (Salangka &; Dotulong, 2015).

Self-Esteem

Priyono (2004) argues that self-esteem is the result of one dimension of self-concept, namely self-evaluation. It means Self-Esteem of what should be done and what you feel can be done. In other words, the degree of individual Self-Esteem is the result of a real Self-Esteem(self) with the ideal self. (Wijayanti &; Astiti, 2017) defines Self-esteem as a result of individual judgment expressed in attitudes that can be both positive and negative. The results of this assessment will affect the behavior of the individual in his daily life. High Self-esteem will awaken self-confidence, self-esteem, confidence in self-ability, a sense of usefulness and a sense that its existence is needed by this world. Individuals with high Self-Esteem will be confident that they can achieve the achievements they and others expect. In the end, this belief will motivate the individual to earnestly achieve what he expects.

Self-Efficacy

Self-Efficacy is a person's belief regarding his chances of successfully achieving a particular task (Kader, 2020). Self-Efficacy can be said to be a personal factor that distinguishes each individual and changes in Self-Efficacy can cause changes in behavior, especially in the completion of tasks and goals. His research found that Self-Efficacy was positively associated with goal leveling. Individuals who have high Self-Efficacy will be able to complete work or achieve certain goals, they will also strive to set other high goals.

Self-Efficacy is a related personality characteristic, but there are slightly different. A person's self-effectiveness is the person's confidence regarding his or her ability to perform a task. People with high self-effectiveness believe that they can perform well at certain tasks. Conversely, people with low self-effectiveness tend to doubt their ability to perform a specific task.

Research conducted by (Kader, 2020) states that individuals who have high Self-Efficacy in a particular situation will devote all their efforts and attention according to the demands of that situation in achieving their predetermined goals and performance. Failure to achieve a goal target will make the individual try harder to regain it and overcome the obstacles that make him fail and then will set another higher target. Individuals who have low Self-Efficacy when faced with difficult situations and a high level of task complexity will tend to be lazy to try or prefer cooperation. Individuals who have low Self-Efficacy set lower targets as well as confidence in the success of achieving lower targets as well as confidence in the success of achieving targets that are also low so that the effort made is weak.

According to research (Choirunissa et al., 2020) Self-efficacy is defined as an individual's judgment of their ability to organize and perform the set of actions necessary to achieve a specified level of performance. Self-efficacy can be cultivated and learned through four sources: past performance or experience, behavioral models (observing others performing the same action), persuasion from others and the state of physical and emotional factors. Achievement is the greatest source of expectation of efficacy because it is based on individual personal experiences of success or failure.

Locus Of Control

Locus of control is the degree to which individuals believe they are the arbiter of their destiny states that Locus of Control indicates the degree to which individuals believe that behaviour influences what happens to them (Setyowati, 2017). The belief that the success achieved is proportional to the effort they put in and most of them can be controlled. Individuals with a tendency to internal Locus of Control have an individual belief that the events experienced are the result of their own behavior and actions, tend to influence others, namely that what is done can be successful, actively seek information and knowledge related to the situation at hand.

The concept of Locus of Control has a theoretical background in social learning theory. Some individuals believe that they can control what happens to them, while others believe that what happens to them is controlled by outside forces such as luck and chance (Wuryaningsih &; Kuswati, 2013). Locus of Control itself is divided into two, the first type is the type of internal Locus of Control while the second type is external self-control. Individuals with internal Locus of Control believe they have the ability to deal with challenges and threats arising from the environment and try to solve problems with high confidence so that strategies for solving workload overloads and conflicts between roles are proactive.

Research Hypothesis
H1   : Self-esteem affects job satisfaction.
H2   : Self-efficacy affects job satisfaction.
H3   : Locus of control affects job satisfaction.
H4   : Self- esteem affects employee performance.
H5   : Locus of control affects employee performance.
H6   : Job satisfaction affects employee performance.

Research Concept Framework
Below is a pathway model made based on the variables contained in this study, which are as follows:

Figure 1. Research Conceptual Framework
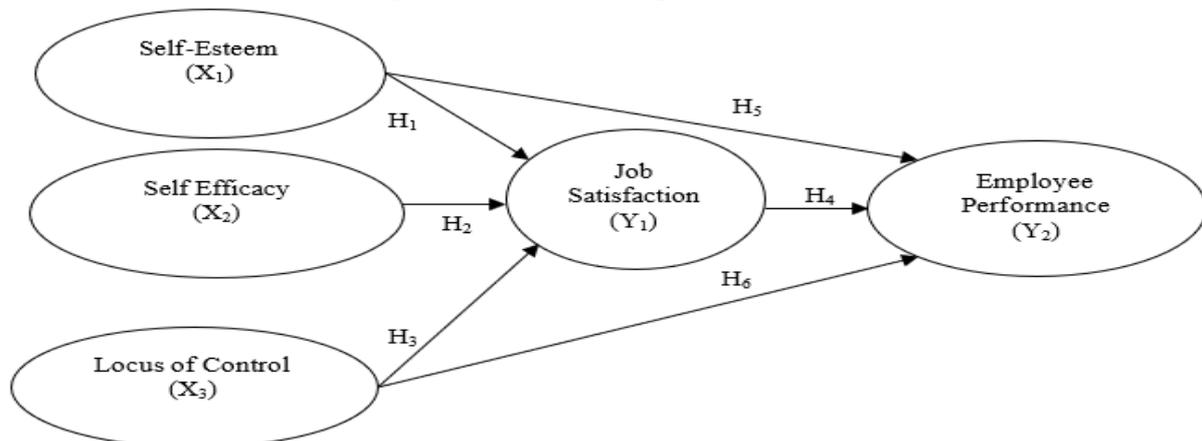
III. RESEARCH METHOD

Operational of Definitions

1. Employee Performance (Y2)

Employee performance is the result of work achieved by a person in accordance with his work standards in a certain period. There are 6 categories used to measure employee work performance, namely:

a. Quality: that is, this quality is measured by the perception of Insan Kimia Farma on the quality of the work done.

b. Quantity: the amount of work done by Insan Kimia Farma such as the number of units and the number of cycles that have been produced

c. Punctuality: that is the way Insan Kimia Farma makes plans and schedules to complete their work that can affect punctuality. In addition, the speed of employee work becomes a standard measure of productivity of a company.

d. Effectiveness: the level of use of organizational resources is maximized with the intention of increasing profits or reducing losses from each unit in the use of resources of Insan Kimia Farma.

e. Independence: is the level to which a Farma Chemical Personnel can perform his work functions without assistance, guidance from supervisors or requesting supervisory intervention to avoid adverse results.

f. Work commitment: the level to which Kimia Farma personnel have work commitment and responsibility to the company.

2. Job Satisfaction (Y1)

Job satisfaction as a state of happy emotions or positive emotions derived from a person's job appraisal or work experience. Job satisfaction by is defined as the result of employees' perception of how well their job is doing that is considered important. Here are some indicators used to measure job satisfaction:

a. The work itself, the extent to which the employee perceives his work as interesting and provides an opportunity to learn and accept responsibility.

b. Salary, the amount of money received according to the workload.

c. Promotion, the opportunity to advance in the company provide satisfaction to employees.

d. Supervision, the ability of superiors to provide technical assistance or provide behavioral support.

e. Co-workers, where co-workers provide mutual support, comfort, and assistance to individuals.

3. Self-Esteem(X1)

Self-esteem is a belief of Kimia Farma Personnel based on overall self-evaluation. There are four indicators that play an important role in the formation of Self-Assessment, namely:

a. Significance, Insan Kimia Farma shows concern for others.

b. Power, Insan Kimia Farma can control one's own personality and how to influence others.

c. Competence, Kimia Farma personnel can show the appropriate ability or performance to get good performance.

d. Virtue, Insan Kimia Farma can obey the rules, ethics and provisions that apply to the community where the Farma Chemical Person develops.

4. Self-Efficacy (X2)

Self-Efficacywhere the belief of Kimia Farma Personnel regarding their chances of successfully achieving certain tasks. Here are some indicators of self-confidence:

a. Kimia Farma personnel are confident that they can complete certain tasks where they themselves set what tasks (targets) must be completed.

b. Kimia Farma personnel can motivate themselves to take the necessary actions to complete the task.

c. Kimia Farma personnel believes that they can try hard, persistently, and diligently in completing their tasks.

d. Kimia Farma personnel believe that they can survive obstacles and difficulties that arise and are able to rise from failure.

e. Kimia Farma personnel are confident that they can solve problems in various situations.

5. Locus of Control (X3)

Locus of Control is the degree to which Kimia Farma personnel believe that they are the determinants of their own destiny. The following describes the indicators in internal and external aspects, namely:

[1]. Internal Self-Control

a. Kimia Farma personnel have confidence in their ability to complete tasks.

b. Kimia Farma people like to work hard and have more effort in doing tasks and achieving achievements.

c. Kimia Farma personnel have self-satisfaction in completing tasks without the help of others.

[2]. External Self-Control

a. Kimia Farma people do not like to try.

b. Insan Kimia Farma lacks initiative.

c. Kimia Farma people believe that success is influenced by external factors (fate, luck, environment)

Population and Sample

The population in this study is all Insan Kimia Farma Apotek Samarinda Business Unit as many as 80 employees with a sample technique, namely purposive sampling which is detailed in Table 1 below.

Table 1. Samples in Research

No	Recent Education	Male	Woman	Population
1	High School / Equivalent	12	37	49
2	D3 PHARMACEUTICALS	3	3	6
3	S1 PHARMACY	1	1	2
4	PHARMACIST	8	15	23
	TOTAL			80

Source: HR Division of Ub Samarinda, 2023.

Analysis Method

Partial Least Square (PLS) is a variant-based Structure Equation Modeling (SEM) technique whose design is made to solve multiple regression when there are specific problems with the data such as the number of samples that are too small or the presence of missing data and multicollinearity. PLS can perform measurement models, namely validity and rehabilitation tests as well as structural model testing used for causality tests (hypothesis testing with prediction models). According to (Ermawati, 2018), SEM-PLS is a method for simulating the relationship between latent constructs in linear or nonlinear relationships with many indicators.

PLS aims to predict the relationship between X and Y variables and explain the theoretical relationship between the two variables. For research models with latent models and with high complexity models, PLS is clearly needed because it can test complex relationships with many constructs and many indicators. The PLS approach can also be used on all scales of measurement types both intervals, nominal, ordinal, and ratios and can be used in research with a relatively small number of samples or often called soft modeling. Because in this study the measurement model is structural with a relatively small number of samples, the author sent to use SEM-PLS. PLS as a predictive model does not use certain distributions to estimate parameters and predict causality relationships. Therefore, parameter techniques are not needed and evaluation models for prediction are non-parametic (Abdillah &; Hartono, 2015). Model evaluation in SEM-PLS will go through 2 (two) stages, namely evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

IV. ANALYSIS AND DISCUSSION

Structural Equation Modelling (PLS-SEM)

Evaluation of Measurement Model (outer model)

Analysis of the measurement model (outer model) in this study was carried out using validity tests and reliability tests. The validity test consists of convergent validity and discriminant validity. While the reliability test is expressed in the calculation of composite realibility and cronbach's Alpha values. Convergent validity can be observed through the correlation between reflective indicators and their construct values. If the indicator has a loading factors value above 0.70, it can be said to be valid. Here are the outer loading test results for convergent validity in Table 2 below.

Table 2. Outer Loading

Outer Loading

	Variabel L...	Variabel L...	Variabel L...	Variabel L...	Variabel L...
X1.1	0.797				
X1.2	0.710				
X1.3	0.911				
X1.4	0.725				
X2.1		0.858			
X2.2		0.823			
X2.3		0.780			
X2.4		0.936			
X2.5		0.899			
X3.1			0.757		
X3.2			0.868		
X3.3			0.812		
X3.4			0.752		
X3.5			0.765		
X3.6			0.867		
Y1.1				0.837	
Y1.2				0.729	
Y1.3				0.734	
Y1.4				0.759	
Y1.5				0.813	
Y2.1					0.737
Y2.2					0.777
Y2.3					0.732
Y2.4					0.764
Y2.5					0.722
Y2.6					0.707

Source: SmartPLS Output 3, 2023.

Table 2 shows the results of the calculation of loading factors and the results obtained show that the value of loading factors is above 0.7, so that the indicator has met the validity requirements. Discriminant Validity can also be seen from the AVE (Average Variance Extracted) value. The criteria for a good AVE score are above 0.5. The value of AVE in this study can be seen in Table 3 below.

Table 3. Average Variance Extracted

Validitas dan Realibilitas Konstruk	
	Average Variance Extracted
X1	0.623
X2	0.741
X3	0.648
Y1	0.602
Y2	0.548

Source: SmartPLS output, 2023

Based on table 3 m, it shows that the AVE value of Self-Esteem is 0.623, Self-efficacy is 0.741, Locus of control is 0.648, job satisfaction is 0.602 and work performance is 0.548, so it can be concluded that all variables have good convergent validity. Furthermore, the validity of the discriminant can also be known based on the cross-loading value, that is, the acquisition of the loading score on the same indicator block must be

greater than the correlation value between latent variables. The cross-loading value of this research hypothesis is shown in the following table 4.

Table 4. Cross Loading

Cross Loading					
	X1	X2	X3	Y1	Y2
X1.1	**0.797**	0.131	0.004	-0.105	-0.126
X1.2	**0.710**	0.398	0.071	-0.071	-0.028
X1.3	**0.911**	0.326	-0.072	-0.107	-0.218
X1.4	**0.725**	0.107	-0.088	-0.100	0.000
X2.1	0.266	**0.858**	-0.156	0.021	0.164
X2.2	0.299	**0.823**	-0.027	0.012	0.103
X2.3	0.336	**0.780**	-0.121	-0.014	0.083
X2.4	0.305	**0.936**	-0.050	0.086	0.033
X2.5	0.244	**0.899**	-0.121	0.051	0.090
X3.1	-0.037	0.041	**0.757**	0.386	0.086
X3.2	-0.029	-0.051	**0.868**	0.398	0.158
X3.3	0.044	0.017	**0.812**	0.444	0.096
X3.4	-0.058	-0.170	**0.752**	0.318	0.223
X3.5	-0.070	-0.235	**0.765**	0.257	0.163
X3.6	-0.059	-0.077	**0.867**	0.380	0.158
Y1.1	-0.119	0.058	0.360	**0.837**	0.308
Y1.2	0.021	0.095	0.387	**0.729**	0.126
Y1.3	-0.027	0.104	0.414	**0.734**	0.245
Y1.4	-0.211	0.040	0.371	**0.759**	0.138
Y1.5	-0.129	-0.001	0.259	**0.813**	0.445
Y2.1	-0.234	0.030	0.126	0.175	**0.737**
Y2.2	-0.166	0.079	0.137	0.225	**0.777**
Y2.3	-0.228	-0.035	0.063	0.290	**0.732**
Y2.4	-0.036	0.125	0.234	0.299	**0.764**
Y2.5	-0.010	0.057	0.143	0.293	**0.722**
Y2.6	-0.026	0.151	0.081	0.130	**0.707**

Source: SmartPLS Output 3, 2023.

Based on table 4 above, showing the cross-loading value also shows good discriminate validity because the correlation value of the indicator to the construct is higher than the correlation value of the indicator with other constructs where the cross loading valueon each construct exceeds 0.7. The next analysis after the validity test is a reliability test. Instrument reliability tests are carried out to determine consistency with the regularity of measurement results of an instrument. Construct reliability is measured by two different criteria: composite reability and Cronbach's Alpha (internal consistency reability). A construct is considered reliable if the value of composite reability is more than 0.7 and the value of Cronbach's Alpha is more than 0.7 even though a value of 0.6 is still acceptable. The results of the reliability test calculation on composite reability and Cronbach's Alpha are shown in table 5 below.

Table 5. Value Composite Reability and Cronbach's Alpha

Validitas dan Realibilitas Konstruk		
	Cronbach's Alpha	*Composite Reliability*
X1	0.817	0.867
X2	0.936	0.934
X3	0.891	0.917
Y1	0.834	0.883
Y2	0.838	0.879

Source: SmartPLS output, 2023

The results of measuring Composite Reliability and Cronbach's Alpha in table 5 show that all variables for Composite Reliability have values above 0.7 and for Cronbach's Alpha variables have values above 0.6. Thus, these results can be declared valid and have a fairly high reliability.

Structural Model Evaluation (inner model)

The inner model is evaluated using R-Squares for the dependent variable. Changes in R-Square values can be used to assess the effect of a particular independent latent variable on the dependent latent variable. The results of the R-Square value in this study can be seen in Table 6.

Table 6. R-Square Values

| R Square	
	R Square
Y1	0.246
Y2	0.131

Source: SmartPLS output, 2023

Based on the table, Job Satisfaction has an R-Square value of 0.246 or 24.6% which means job satisfaction can be explained by self-assessment, Self-Efficacy, and self-control. While 75.4% can be influenced by other constructs that are not contained in the research model used in this study. Furthermore, Employee Performance has an R-Square value of 0.131 or 13.1%, which means that work performance can be explained by self-assessment, Self-efficacy, and self-control, while the other 86.9% is explained by other constructs outside the test model.

Results of hypothesis testing

The inner model can also be evaluated using a t-test with a significant level of 0.5 (t-statistic > t-table). The t test is used for hypothesis testing performed through bootstrapping procedures on the SmartPLS program. If the value of the t-statistic is less than 1.96, then the hypothesis is rejected. In the SmartPLS application program, t-test is carried out on each track. The test results can be seen in Figure 2 below.

Figure 2. Path Coefficient Output
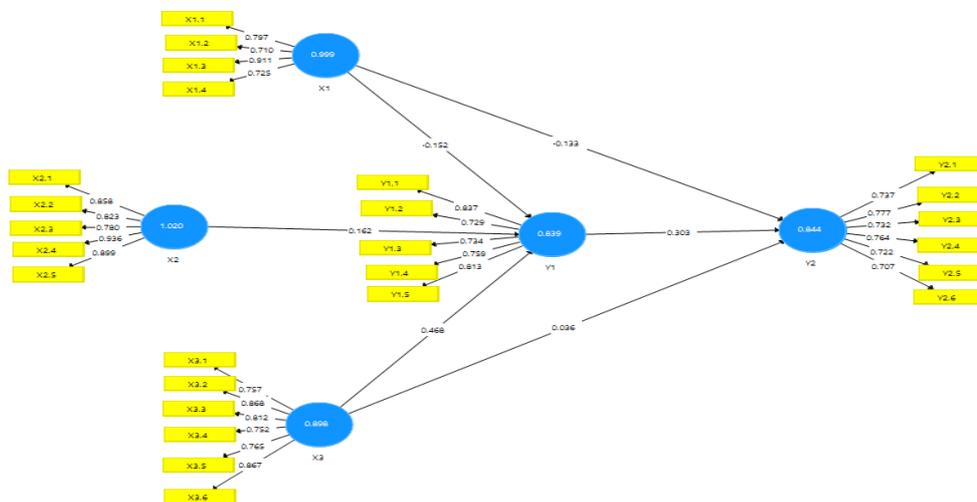
Source: SmartPLS Output 3, 2023.

Table 7. Path Coefficient Output

Koefisien Jalur

	Mean, STDEV, T-Values, P-Val...		Keyakinan Interval		Keyakinan Interval Bias-Diko...
	Sampel Asli (O)	Rata-rata Sa...	Standar Deviasi ...	T Statistik (| O...	P Values
X1 -> Y1	-0.152	-0.147	0.124	1.226	0.221
X1 -> Y2	-0.133	-0.122	0.193	0.691	0.490
X2 -> Y1	0.162	0.130	0.134	1.206	0.228
X3 -> Y1	0.468	0.470	0.140	3.337	0.001
X3 -> Y2	0.036	0.054	0.166	0.216	0.829
Y1 -> Y2	0.303	0.308	0.142	2.126	0.034

Source: SmartPLS Output 3, 2023.

Based on the test results above, the results of hypothesis testing are obtained as follows.
1. The effect between Self-Esteem on job satisfaction was not significant because the t-statistic value was (1.226 < 1.96). The original sample value was negative at -0.152 and p-value 0.221 > 0.05 which indicates that the direction of influence between Self-esteem on job satisfaction is negative and insignificant.
2. The effect of Self-esteem on employee performance was stated to be insignificant with a t-statistic value of (0.691 < 1.96). The original sample value was negative at -0.133 and p-value 0.490 > 0.05 indicating that the effect between Self-esteem on employee performance was negative and insignificant.
3. The effect of Self-Efficacy on job satisfaction was stated to be insignificant with a t-statistic value of (1.206 < 1.96). The original sample value was positive at 0.162 and p-value 0.228 > 0.05 which showed that the effect of Self-efficacy on employee job satisfaction was positive and insignificant.
4. The effect of Locus of Control on job satisfaction showed significant with a t-statistic value of (3.337 > 1.96). The original sample value was positive at 0.468 and p-value 0.001 < 0.05 which showed that the effect of Locus of control on employee job satisfaction was positive and significant.
5. The effect of Locus of control on employee performance showed insignificant results with a t-statistic value of (0.829 < 1.96). The original sample value was positive at 0.036 and p-value 0.829 > 0.05 which showed that the effect of Locus of control on employee performance was positive and insignificant.
6. The effect of job satisfaction on employee performance showed significant results with a t-statistic value of (2.126 < 1.96). The original sample value was positive 0.303 and p-value 0.034 > 0.05 which shows that the effect of job satisfaction on employee performance is positive and significant.

Discussion
The Effect of Self-Esteem (X1) on Job Satisfaction (Y1)
Based on the results of hypothesis testing, it is known that Self-Esteem(X1) that there is no significant and negative impact on job satisfaction (Y1). These results can be seen from the original sample value of -0.152 and the t-statistic value of (1.226 < 1.96). The results of this study found that Self-Esteem has a negative and insignificant effect, so the results of this study when employees feel important and valuable will result in satisfaction with the work done and vice versa that when employees feel important and valued will be very satisfied with the work done. Self-esteem is a person's assessment of himself, Self-Esteem consists of an individual's confidence and ability to think and face the basic challenges of work, employees who feel valued by the company for their work will tend to be motivated to work. In the results of this study it was found that Self-Esteem(X1) of job satisfaction (Y1) is that there are some employees still feel less secure while working and consider that they feel less valued and respected and they are not sure they are able to complete their work well according to table 5.3 above, so that performance does not move forward and compete due to a decrease in performance and makes employees feel dissatisfied with their work. This is in line with research conducted by (Ezra, 2017) found that Self-esteem has no effect on employee job satisfaction.

The Effect of Self-Esteem (X1) on Employee Performance (Y2)
Based on the results of hypothesis testing, it is known that Self-Esteem that there is no significant and negative influence on employee performance. These results can be seen from the original sample value of -0.133 and the t-statistic value of (0.691 < 1.96). Thus, hypothesis 2 which states self-esteem has no significant effect

on employee performance. The data shows that if employees have high self-appraisal, the resulting performance does not increase. High self-appraisal does not necessarily affect employee performance because feelings of self-appraisal are in fact influenced by their state of self and how the environment treats them. Employees need to be rewarded for the achievements that employees have achieved, met all their needs, then performance will increase. In conclusion, respect from outside the individual's environment is more important than the individual's self-esteem.

The results of this study are similar to the study (Indrawati, 2014) states that partial self-appraisal has no significant effect on employee performance. The same is the case with the results of Veronika Prasetya's research (2013) where Self-Esteem does not have a significant effect on lecturer performance.

The Effect of Self-Efficacy (X2) on Job Satisfaction (Y1)
Based on the results of the hypothesis test, it is proven that Self-Efficacyhas a positive influence and does not have a significant effect on job satisfaction. These results can be seen from the original sample of 0.162 and the value of t-statistic (1.206 > 1.96). This means that the level of Self-efficacy possessed by employees has no effect on job satisfaction. This proves that the Self-Efficacy possessed by an employee does not provide a boost to job satisfaction. Self-efficacy is formed when there is support from superiors or colleagues. This can be seen This research is in line with research conducted by Putri (2019) in her research on 100 female employees in the West Jakarta Region said Self-Efficacy had no effect on job satisfaction and research conducted by Noormania (2014) which stated that there was no significant influence between Self-efficacy and job satisfaction.

The Effect of Locus of Control (X3) on Job Satisfaction (Y1)
Based on the results of the hypothesis test, it is proven that Locus of control has a positive and significant influence on job satisfaction. These results can be seen from the original sample 0.468 and t-statistic (3.337 > 1.96). This shows that when someone with Locus of Control assumes that everything obtained comes from their own efforts, without depending on others, they will feel satisfied with the results of their work because of their Locus of Control and ability to contribute to success in work. Studies have shown that Locus of Controlcan affect job satisfaction by giving the best performance to the company and giving promotions or promotions to employees.

This is in line with research conducted by (Fitrianingsih &; Helmy, 2022) that Locus of control has a positive and significant effect on job satisfaction. In addition, this research is also in line with research conducted by (Anita, Northa Idaman, 2020) shows that Locus of control has a positive and significant relationship to job satisfaction.

The Effect of Locus of Control (X3) on Employee Performance (Y2)
Based on the results of the hypothesis test, it is proven that Locus of control has a positive and insignificant influence on employee performance. These results can be seen from Original Sample 0.036 and T-Statistic (0.829 < 1.96). This result is because the employees of the Samarinda Business Unit Dispensary feel that whatever happens to them, they will remain focused on their work without the help of others, and they believe that the output or results they get based on other influences will show work results that are not good or not in accordance with the performance provisions desired by the company. This also shows that when someone assumes that everything experienced occurs because of the individual's own actions, then not necessarily these actions will improve employee performance. The results of this study are in line with research (Amalini et al., 2016) which suggests that high Locus of control is easier to give up and depend on others to complete their work and this can reduce employee performance. In addition, this research is also in line with research (Wahyu Artiningsih &; Rasyid Syahdi, 2013) That Locus of control has no effect on employee performance or does not support the results of previous research, this states that Locus of Control in creating competitive working conditions and less effort to be able to face problems in completing work to be better in realizing better performance.

The Effect of Job Satisfaction (Y1) on Employee Performance (Y2)
Based on the results of the hypothesis test, it is proven that job satisfaction has a positive and significant effect on employee performance. These results can be seen from the original sample of 0.303 and the value of t-statistic (2.126 > 1.96). So, it can be said that the variable of job satisfaction has a direct effect on employee performance so that it can be concluded that the higher employee job satisfaction, the stronger the employee performance. The results of this study are in line with the theory of Luthans (2006: 243-246) which states that job satisfaction is often determined according to how well the results achieved meet or exceed expectations. In his book, Luthans suggests that satisfaction affects performance more than performance affects satisfaction. The results of this study are reinforced by research conducted by Hakim, Lukmanul (2013) which

shows the results of job satisfaction have a direct effect on employee performance which means to improve employee performance, of course, the management must always pay attention to factors that encourage employees to work productively, one of which is paying attention to employee job satisfaction.

The results of this study show that job satisfaction has a high and significant influence value on employee performance, so that employee performance can increase, of course, leaders must always pay attention to the factors that encourage high performance from these employees, one of which is by paying attention to employee job satisfaction, where to get employee job satisfaction there are several factors including, namely personality factors. With attention to employee job satisfaction, these employees will always be accompanied by feelings of pleasure and have high morale.

The Effect of Self-Esteem (X1) on Job Satisfaction (Y1)

Based on the results of hypothesis testing, it is known that Self-Esteem(X1) that there is no significant and negative influence on job satisfaction (Y1). These results can be seen from the original sample value of -0.152 and the t-statistic value of (1.226 < 1.96). The results of this study found that Self-esteem has a negative and insignificant effect, so the results of this study when employees feel important and valuable will result in satisfaction with the work done and vice versa that when employees feel important and valued will be very satisfied with the work done. Self-esteem is a person's assessment of himself, Self-esteem consists of an individual's confidence and ability to think and face the basic challenges of work, employees who feel valued by the company for their work will tend to be motivated to work. In the results of this study it was found that Self-Esteem(X1) of job satisfaction (Y1) is that there are some employees still feel less secure while working and consider that they feel less valued and respected and they are not sure they are able to complete their work well according to table 5.3 above, so that performance does not move forward and compete due to a decrease in performance and makes employees feel dissatisfied with their work. This is in line with research conducted by (Ezra, 2017) found that Self-esteem has no effect on employee job satisfaction.

The Effect of Self-Esteem (X1) on Employee Performance (Y2)

Based on the results of hypothesis testing, it is known that Self-esteem that there is no significant and negative influence on employee performance. These results can be seen from the original sample value of -0.133 and the t-statistic value of (0.691 < 1.96). Thus, hypothesis 2 which states self-esteem has no significant effect on employee performance. The data shows that if employees have high self-appraisal, the resulting performance does not increase. High self-appraisal does not necessarily affect employee performance because feelings of self-appraisal are in fact influenced by their state of self and how the environment treats them. Employees need to be rewarded for the achievements that employees have achieved, met all their needs, then performance will increase. In conclusion, respect from outside the individual's environment is more important than the individual's self-esteem.

The results of this study are similar to the study (Indrawati, 2014) states that partial self-appraisal has no significant effect on employee performance. The same is the case with the results of Veronika Prasetya's research (2013) where Self-esteem does not have a significant effect on lecturer performance.

The Effect of Self-Efficacy (X2) on Job Satisfaction (Y1)

Based on the results of the hypothesis test, it is proven that Self-Efficacyhas a positive influence and does not have a significant effect on job satisfaction. These results can be seen from the original sample of 0.162 and the value of t-statistic (1.206 > 1.96). This means that the level of Self-efficacy possessed by employees has no effect on job satisfaction. This proves that the Self-efficacy possessed by an employee does not provide a boost to job satisfaction. Self-efficacy is formed when there is support from superiors or colleagues.

This research is in line with research conducted by Putri (2019) in her research on 100 female employees in the West Jakarta Region said Self-efficacy had no effect on job satisfaction and research conducted by Noormania (2014) which stated that there was no significant influence between Self-efficacy and job satisfaction.

The Effect of Locus of Control (X3) on Job Satisfaction (Y1)

Based on the results of the hypothesis test, it is proven that Locus of control has a positive and significant influence on job satisfaction. These results can be seen from Original Sample 0.468 and T-Statistic (3.337 > 1.96). This shows that when someone with Locus of control assumes that everything obtained comes from their own efforts, without depending on others, they will feel satisfied with the results of their work because of their Locus of control and ability to contribute to success in work. Studies have shown that Locus of Controlcan affect job satisfaction by giving the best performance to the company and giving promotions or promotions to employees. This is in line with research conducted by (Fitrianingsih &; Helmy, 2022) that Locus of control has a positive and significant effect on job satisfaction. In addition, this research is also in line with

research conducted by (Anita, Northa Idaman, 2020) shows that Locus of control has a positive and significant relationship to job satisfaction.

The Effect of Locus of Control (X3) on Employee Performance (Y2)

Based on the results of the hypothesis test, it is proven that Locus of control has a positive and insignificant influence on employee performance. These results can be seen from the original sample of 0.036 and t-statistic (0.829 < 1.96). This result is because the employees of the Samarinda Business Unit Dispensary feel that whatever happens to them, they will remain focused on their work without the help of others, and they believe that the output or results they get based on other influences will show work results that are not good or not in accordance with the performance provisions desired by the company. This also shows that when someone assumes that everything experienced occurs because of the individual's own actions, then not necessarily these actions will improve employee performance.

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The Effect of Job Satisfaction (Y1) on Employee Performance (Y2)

Based on the results of the hypothesis test, it is proven that job satisfaction has a positive and significant effect on employee performance. These results can be seen from the original sample of 0.303 and the value of t-statistic (2.126 > 1.96). So it can be said that the variable of job satisfaction has a direct effect on employee performance so that it can be concluded that the higher employee job satisfaction, the stronger the employee performance. The results of this study are in line with the theory of Luthans (2006: 243-246) which states that job satisfaction is often determined according to how well the results achieved meet or exceed expectations. In his book, Luthans suggests that satisfaction affects performance more than performance affects satisfaction. The results of this study are reinforced by research conducted by Hakim, Lukmanul (2013) which shows the results of job satisfaction have a direct effect on employee performance which means to improve employee performance, of course, the management must always pay attention to factors that encourage employees to work productively, one of which is paying attention to employee job satisfaction.

The results of this study show that job satisfaction has a high and significant influence value on employee performance, so that employee performance can increase, of course, leaders must always pay attention to the factors that encourage high performance from these employees, one of which is by paying attention to employee job satisfaction, where to get employee job satisfaction there are several factors including, namely personality factors. With attention to employee job satisfaction, these employees will always be accompanied by feelings of pleasure and have high morale.

V. CLOSING

Conclusion and Recommendation
Conclusion
1. Self-esteem has a negative and insignificant effect on job satisfaction, so employees who feel valued by the company for their work will tend to have the motivation to work otherwise if there is a lack of mutual respect between employees and less confident that they can complete their work well so that performance does not move forward and compete due to a decrease in performance.
2. Self-esteem has a negative and insignificant effect on employee performance. Employees who believe in their own abilities, are satisfied with themselves, and feel valued by their work environment do not affect the performance they produce.
3. Self-efficacy did not have a significantly positive effect on job satisfaction. Self-efficacy possessed by an employee does not provide a boost to job satisfaction. Self-efficacy is formed when there is support from superiors or colleagues.
4. Locus of control has a positive and significant effect on job satisfaction. This shows that when someone with Locus of control assumes that everything obtained comes from their own efforts, without depending on others, they will feel satisfied with the results of their work because of their Locus of control and ability to contribute to success in work.
5. Locus of control has an insignificant and positive effect on employee performance. This also shows that when someone assumes that everything experienced occurs because of the individual's own actions, then not necessarily these actions will improve employee performance.

6. Job satisfaction has a positive and significant effect on employee performance. Job satisfaction has a high and significant influence on employee performance, so that employee performance can increase, of course, leaders must always pay attention to the factors that encourage high performance from these employees.

Recommendation
1. The leadership of the Samarinda Business Unit Pharmacy can pay attention to the results of these findings in order to use together the variables of self-assessment, Self-efficacy and locus of control in order to develop job satisfaction and employee performance at the Samarinda Business Unit Pharmacy.
2. Further researchers are expected to add other variables related to job satisfaction and employee performance, so as to provide a broader picture of the factors that affect job satisfaction and employee performance and can add other factors that affect employee performance so that future research will produce more complete research.

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