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Submission date: 18-May-2026 04:25PM (UTC+0700)

Submission ID: 2964027582

File name: artikel_PEKI_2.docx (106.25K)

Word count: 4914

Character count: 30456

The Role of Self-Efficacy and Locus of Control in Enhancing Employee Performance at Aceh Culture and Tourism Office

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This research aims to examine the influence of self-efficacy and locus of control on employee performance at the Aceh Culture and Tourism Office. The research was motivated by the suboptimal performance of employees, which is presumed to be associated with individual psychological factors, particularly self-efficacy and locus of control. A quantitative approach with an associative research design was employed in this research. The population consisted of 249 employees of the Aceh Culture and Tourism Office, while 71 respondents were selected as samples using the Slovin sampling method. Data were collected through questionnaires using a Likert scale to measure self-efficacy, locus of control, and employee performance. The collected data were analyzed using multiple linear regression analysis with the assistance of SPSS software. The findings indicate that self-efficacy has a positive effect on employee performance. In addition, locus of control also positively influences employee performance. Meanwhile, both self-efficacy and locus of control contribute significantly to improving employee performance. The research concludes that psychological factors play an important role in enhancing employee performance in the public sector. Organizations should strengthen employees' self-confidence and promote positive self-control to improve work effectiveness and productivity.

Keywords: self efficacy, locus of control, employee performance

INTRODUCTION

Human resources represent the most critical asset in any organization striving to achieve its objectives. Human capital is the only resource endowed with the capacity for cognition, skill acquisition, and adaptive learning (Albert Bandura, 1997). This statement is further supported by (Dessler, 2020), who asserts that human resource management plays a fundamental role in organizational effectiveness, particularly within public sector institutions. Government agencies are established upon human-centered visions — built by people, for people — with the ultimate aim of improving societal welfare, making human factors strategically significant across all organizational activities (Hasnan, 2020; Zhang, 2022).

The Aceh Culture and Tourism Office was established to position Aceh as a prominent tourist destination by introducing and promoting the region's cultural heritage to both domestic and international visitors. In this context, employee performance becomes a central determinant of institutional success (Robbins, S. P., & Judge, 2019).

Human resources play an active and dominant role in every organization. Human resource development constitutes a preparatory process enabling individuals to assume greater responsibility and perform their duties more effectively (Gupta & Vegelin, 2023). Employee performance serves as a key indicator of organizational success, encompassing task completion quality, behavioral dimensions, and contextual contributions aligned with institutional goals (Swanson et al., 2020; Viswesvaran & Ones, 2000).

Based on preliminary observations conducted at the Aceh Culture and Tourism Office, there are indications that some employees have yet to optimally complete tasks within the timeframes established by the institution, with relatively limited proactivity in information-seeking and initiative in task execution, reflecting a self-image and work attitude that has not fully aligned with the institution's expectations, thereby suggesting that employee performance still requires further improvement to fully support the organization's objectives. These behavioral patterns are consistent with what (Kell et al., 2014) describes as contextual performance deficits, which ultimately hinder the attainment of organizational objectives. Such weaknesses are attributed to low self-efficacy and an external locus of control orientation among employees (Singh, 2016).

Self-efficacy, as conceptualized by (Bandura, 1997), refers to "*beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments.*" This construct represents one of the most influential aspects of self-knowledge in daily human functioning. (Stajkovic & Luthans, 1998a) demonstrated in their meta-analysis that self-efficacy has a significant positive relationship with work-related performance, with a weighted average correlation of .38 across 114 research (Stajkovic & Luthans, 1998b). In challenging situations, individuals with low self-efficacy tend to abandon efforts prematurely, whereas those with high self-efficacy demonstrate greater perseverance and resilience (De Coninck et al., 2020; Sherer et al., 1982).

Phenomena related to self-efficacy at the Aceh Culture and Tourism Office include employees feeling incapable of meeting established performance targets, exhibiting low awareness in task execution, and experiencing hopelessness when confronted with complex assignments. These manifestations align with Bandura's (1997) physiological and affective states dimension of self-efficacy, wherein anxiety and stress resulting from task incompleteness further diminish performance effectiveness. Empirical support is provided by (Judge et al., 2007), who found that core self-evaluations — including self-efficacy — significantly predict job performance and job satisfaction in public sector contexts.

Locus of control refers to an individual's generalized expectancy regarding the extent to which reinforcements are controlled by their own behavior versus external forces (Rotter, 1966; Skinner, 2016). Individuals with an internal locus of control believe that outcomes result from their own actions, effort, and abilities, while those with an external locus of control attribute outcomes to fate, luck, or circumstances beyond their control (Ng et al., 2006). A meta-analysis by Ng et al. (2006) involving over 200 studies confirmed that internal locus of control is positively associated with job performance, job satisfaction, and career success.

Further observations at the Aceh Culture and Tourism Office indicated that some employees have yet to demonstrate optimal engagement in fulfilling their responsibilities, with task execution that has not fully reflected a sense of meaningful contribution toward the

institution's broader goals. This orientation reflects an external locus of control disposition, consistent with findings by (Singleton, 2019; Spector, 1982), who established that employees with external locus of control tend to exhibit lower motivation, reduced job involvement, and diminished performance outcomes. These deficiencies are compounded by insufficient training and capacity-building programs, which are essential for shifting locus of control orientations toward internality (Colquitt, Jason, LePine, 2021; Hamer, 2005).

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RESEARCH METHOD

This research uses a causal relationship approach, which is a research design intended to explain the cause-and-effect relationship between independent and dependent variables (John W. creswell, 2019). Causal research is specifically designed to identify the extent to which one variable serves as a cause or determinant of another variable's value within a measurable and systematic framework (Cao et al., 2024). In this research, the independent variables under investigation are self-efficacy and locus of control, while the dependent variable is employee performance at the Aceh Culture and Tourism Office.

The population of this research comprised all employees of the Aceh Culture and Tourism Office, totaling 249 employees. The determination of the sample size was carried out using the Slovin formula, which is widely recognized as an appropriate technique for establishing a minimum sample size from a known population with a tolerable margin of error. Based on this calculation, a total of 71 employees were selected as research respondents in a proportional and representative manner.

Accordingly, this research seeks to empirically examine how self-efficacy and locus of control causally influence employee performance within a public sector institutional context, specifically at the Aceh Culture and Tourism Office. To examine the influence of both independent variables on the dependent variable, multiple linear regression analysis was applied, as expressed in the following regression equation:

Y=a+b1X1+b2X2+e

Simbol	Keterangan
Y	Employee Performance (dependent variable)
a	Regression constant (intercept)
b ₁	Regression coefficient of Self-Efficacy
b ₂	Regression coefficient of Locus of Control
X ₁	Self-Efficacy (first independent variable)
X ₂	Locus of Control (second independent variable)
e	Error Term (residual value representing unexplained variance)

RESULT AND DISCUSSION

Validity Testing

The validity of the research instrument was assessed statistically through the Pearson Product-Moment Coefficient of Correlation, with computational assistance provided by SPSS software version 26. This technique is widely recognized as one of the most robust methods for evaluating the internal validity of survey instruments in quantitative research (Pallant, 2020). Based on the output generated by the software, all statement items were declared valid, as each item demonstrated a significance level below the 5% threshold ($p < 0.05$), which is the conventionally accepted criterion for statistical significance in social science research (Hair et al., 2010).

When validated manually, the correlation value obtained for each statement item was compared against the critical value of the Pearson Product-Moment correlation table at a significance level of 5%. The results consistently indicated that all statement items yielded correlation values exceeding the critical value at the 5% significance level, thereby confirming the validity of the entire research instrument.

Table 1
Validity Test Result

Kode	Indicator	Correlation Coefficient	Critical Value 5% (N=71)	Description
A1	Employee Performance (Y)	0,766	0,235	Valid
A2		0,608	0,235	Valid
A3		0,565	0,235	Valid
A4		0,646	0,235	Valid
A5		0,582	0,235	Valid
B1	Self-Efficacy (X_1)	0,703	0,235	Valid
B2		0,603	0,235	Valid
B3		0,685	0,235	Valid
B4		0,762	0,235	Valid
B5		0,666	0,235	Valid
C1	Locus of Control (X_2)	0,529	0,235	Valid
C2		0,759	0,235	Valid
C3		0,648	0,235	Valid
C4		0,665	0,235	Valid
C5		0,578	0,235	Valid

Source: Processed Data (2025)

As presented in Table 1, the validity test results indicate that all statement items across the three research variables Employee Performance (Y), Self-Efficacy (X_1), and Locus of Control (X_2) were declared valid. This conclusion is drawn from the fact that the correlation coefficient of each item consistently exceeded the critical value of 0.235 at a 5% significance level with a sample size of $N = 71$. Specifically, the correlation coefficients for Employee Performance (Y) ranged from 0.565 to 0.766, those for Self-Efficacy (X_1) ranged from 0.603 to 0.762, and those for Locus of Control (X_2) ranged from 0.529 to 0.759. These results confirm that all measurement items demonstrate adequate construct validity and are therefore suitable for further statistical analysis.

Reliability Testing

Reliability testing was performed using the Cronbach's Alpha coefficient, which is widely acknowledged as the most appropriate and commonly used measure of internal consistency reliability in social science research. The computation was carried out with the assistance of SPSS software version 26. A construct is generally considered reliable when its Cronbach's Alpha value meets or exceeds the minimum threshold of 0.60, as established by (Hair et al., 2010) while a value of 0.70 or above is regarded as indicative of satisfactory reliability, and a value of 0.80 or above reflects strong internal consistency (Pallant, 2020).

Table 2
Reliability Test Result

No	Variable	Variable Items	Alpha Value	Reliability	Description
1	Employee Performance (Y)	A1-A5	0,629	0,60	Reliable
2	Self-Efficacy (X ₁)	B1-B5	0,717	0,60	Reliable
3	Locus of Control (X ₂)	C1-C5	0,623	0,60	Reliable

Source: Processed Data (2025)

The results of the reliability test demonstrate that all three research variables achieved Cronbach's Alpha values that exceeded the minimum reliability threshold of 0.60, as established by Hair et al. (2019). Specifically, the Employee Performance variable (Y), comprising items A1 through A5, obtained a Cronbach's Alpha value of 0.629, indicating an acceptable level of internal consistency. The Self-Efficacy variable (X₁), comprising items B1 through B5, yielded the highest Cronbach's Alpha value of 0.717, reflecting a satisfactory degree of reliability. Meanwhile, the Locus of Control variable (X₂), comprising items C1 through C5, recorded a Cronbach's Alpha value of 0.623, which equally surpasses the minimum reliability criterion. These findings collectively confirm that all measurement instruments employed in this research are reliable and possess adequate internal consistency, thereby ensuring the dependability and stability of the data collected for subsequent analytical procedures.

Normality Test

The normality of the data distribution was examined through graphical analysis using the Normal Probability-Probability Plot (Normal P-P Plot). This approach is widely adopted in quantitative research as it provides a visual representation of the extent to which the observed data points conform to a theoretical normal distribution (Pallant, 2020). In a Normal P-P Plot, data are considered to be normally distributed when the plotted points fall approximately along or in close proximity to the diagonal reference line, indicating that the residuals of the regression model are normally distributed (Gujarati, 2004). The results of the normality test are presented as follows:

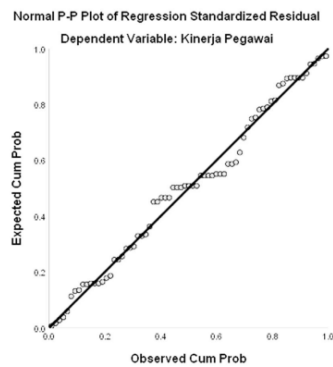


Figure 1
Normality Test Result

Multicollinearity Test

Multicollinearity was assessed by examining two diagnostic indicators, namely the Tolerance value and the Variance Inflation Factor (VIF), both of which were computed using SPSS software version 26. These two indicators are widely recognized as the most reliable and commonly employed measures for detecting the presence of multicollinearity in multiple linear regression models (Pallant, 2020). The decision criteria applied in this research are as follows: a variable is considered free from multicollinearity when its Tolerance value exceeds 0.10 and its VIF value is below 10.00 (Hair et al., 2019; Field, 2018). Conversely, a Tolerance value below 0.10 or a VIF value exceeding 10.00 indicates a serious multicollinearity problem that warrants remedial action. The results of the multicollinearity test are presented in Table IV.7 as follows:

Table 3
Multicollinearity Test Results

Independent Variable	Tolerance Value	VIF Value	Description
Self-Efficacy (X_1)	0,446	2,241	Non-Multicollinearity
Locus of Control (X_2)	0,446	2,241	Non-Multicollinearity

Source: Processed Data (2025)

Based on the results presented in Table 3, it can be demonstrated that none of the independent variables exhibited a Tolerance value below 0.10, indicating the absence of significant inter-correlation among the independent variables in the regression model. Specifically, both Self-Efficacy (X_1) and Locus of Control (X_2) recorded identical Tolerance values of 0.446, which substantially exceed the minimum threshold of 0.10. The computed Variance Inflation Factor (VIF) values for both independent variables were equally identical at 2.241, which is considerably below the maximum permissible threshold of 10.00 (Field, 2018). The convergence of these two diagnostic indicators Tolerance values well above 0.10 and VIF

values well below 10.00 collectively and conclusively confirms that ²⁴no multicollinearity problem exists among the independent variables within the regression model of this research.

Heteroscedasticity Test

The presence of heteroscedasticity in a regression model can lead to inefficient parameter estimates and unreliable hypothesis testing results, thereby compromising the overall validity of the model. A well-specified regression model should therefore be free from heteroscedasticity, ensuring that the residuals are uniformly distributed across all levels of the predicted values (Pallant, 2020). The heteroscedasticity test was performed using SPSS software version 26 by observing the pattern of data points displayed in the Scatterplot diagram, which plots the standardized residuals against the standardized predicted values. ²⁵A regression model is considered free from heteroscedasticity when the data points in the Scatterplot are randomly scattered without forming any systematic pattern above and below the zero line, indicating a uniform distribution of residual variance (Field, 2018). ¹⁵The results of the heteroscedasticity test are presented in Figure 2 as follows:

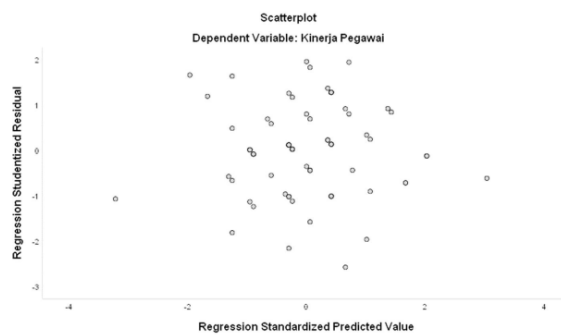


Figure 2
Heteroscedasticity Test Result

As illustrated in Figure 2, the Scatterplot results demonstrate ²³that the data points are randomly dispersed without forming any systematic pattern, and are evenly distributed both above and below the zero point on the Y-axis. This random distribution confirms that the variance of residuals remains constant across all levels of predicted values, thereby satisfying the homoscedasticity assumption. Consequently, it can be conclusively determined that no heteroscedasticity problem exists within the regression model of this research.

Multiple Linear Regression Analysis

The influence of the independent variables on the dependent variable was examined through multiple linear regression analysis. This analysis was conducted with the primary objective of predicting the extent to which changes in the two independent variables involved in this research namely Self-Efficacy (X₁) and Locus of Control (X₂) contribute to changes in the dependent variable, namely Employee Performance (Y) at the Aceh Culture and Tourism Office, as well as to determine whether the relationships among these variables are statistically significant and substantively meaningful. The SPSS output results of the multiple linear regression analysis examining the influence of the independent variables on the dependent variable are presented in Table 4 as follows:

Table 4
Multiple Linear Regression Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,192	1,362		2,343	0,022
	Self-Efficacy (X ₁)	0,493	0,092	0,523	5,390	0,000
	Locus of Control (X ₂)	0,412	0,105	0,380	3,909	0,000

Source: Processed Data (2025)

Based on the SPSS results shown in the table above, the following multiple linear regression equation was obtained:

$$Y = 3,192 + 0,493X_1 + 0,412X_2 + e$$

The interpretation of the regression coefficients (β) is elaborated as follows. First, the constant value of 3.192 indicates that when both Self-Efficacy (X₁) and Locus of Control (X₂) are held constant, the Employee Performance at the Aceh Culture and Tourism Office would be at 3.192, which approximates to 3 on the Likert scale, reflecting a moderately low level of agreement, suggesting that employee performance has yet to reach its optimal level in the absence of improvements in both psychological variables (Bandura, 1997). Second, the regression coefficient of Self-Efficacy (X₁) was recorded at 0.493, indicating that every 100% improvement in Self-Efficacy would result in a 49.3% increase in Employee Performance, assuming Locus of Control (X₂) remains constant. The positive coefficient confirms the existence of a positive and significant relationship between Self-Efficacy and Employee Performance, whereby higher levels of self-efficacy are associated with progressively enhanced employee performance outcomes. Third, the regression coefficient of Locus of Control (X₂) was recorded at 0.412, indicating that every 100% improvement in Locus of Control would contribute to a 41.2% increase in Employee Performance, assuming Self-Efficacy (X₁) remains constant. The positive coefficient equally confirms a positive directional relationship between Locus of Control and Employee Performance, whereby a stronger internal locus of control

orientation is associated with increasingly improved employee performance.

t-Test (Partial Hypothesis Testing)

The t-test was conducted to examine the significance of the influence of each independent variable individually (partially) on the dependent variable (Hair et al., 2019). The decision criteria applied in this research are as follows: if the significance value is below 0.05 and the t-calculated value exceeds the t-table value ($t_{\text{calculated}} > t_{\text{table}}$), it can be concluded that a significant partial influence exists between the independent variable and the dependent variable. If the significance value exceeds 0.05 and the t-calculated value is below the t-table value ($t_{\text{calculated}} < t_{\text{table}}$), it is concluded that no significant partial influence exists between the independent variable and the dependent variable. The results of the partial hypothesis testing are presented in Table 5 as follows:

Table 5
t-Test Results

Variable	$t_{\text{calculated}}$	t_{table}	Sig.
Self-Efficacy (X_1)	5,390	1,995	0,000
Locus of Control (X_2)	3,909	1,995	0,000

Source: Processed Data (2025)

1. The Partial Influence of Self-Efficacy (X_1) on Employee Performance (Y)

The partial influence of Self-Efficacy (X_1) on Employee Performance (Y) was determined by the t-calculated value of 5.390, which substantially exceeds the t-table value of 1.995 ($t_{\text{calculated}} 5.390 > t_{\text{table}} 1.995$), accompanied by a significance value of 0.000, which is considerably below the 0.05 threshold. Consequently, H_0 is rejected and H_a is accepted, indicating that Self-Efficacy partially exerts a positive and significant influence on Employee Performance at the Aceh Culture and Tourism Office. These findings are consistent with the meta-analytic evidence provided by Stajkovic and Luthans (1998), who confirmed that self-efficacy is a robust and significant predictor of work-related performance across diverse organizational contexts.

2. The Partial Influence of Locus of Control (X_2) on Employee Performance (Y)

The partial influence of Locus of Control (X_2) on Employee Performance (Y) was determined by the t-calculated value of 3.909, which exceeds the t-table value of 1.995 ($t_{\text{calculated}} 3.909 > t_{\text{table}} 1.995$), accompanied by a significance value of 0.000, which is considerably below the 0.05 threshold. Consequently, H_0 is rejected and H_a is accepted, indicating that Locus of Control partially exerts a positive and significant influence on Employee Performance at the Aceh Culture and Tourism Office. This finding corroborates the comprehensive meta-analytic findings of Ng et al. (2006), who established that internal locus of control is positively and significantly associated with enhanced job performance outcomes in workplace settings.

4 F-Test (Simultaneous Hypothesis Testing)

The F-test was conducted to examine the simultaneous and collective significance of the influence of Self-Efficacy (X_1) and Locus of Control (X_2) on Employee Performance (Y) at the Aceh Culture and Tourism Office (Hair et al., 2019). The decision criteria applied are as follows: if the significance value is below 0.05 and the F-calculated value exceeds the F-table value ($F_{\text{calculated}} > F_{\text{table}}$), it is concluded that all independent variables simultaneously exert a significant influence on the dependent variable. Conversely, if the significance value exceeds 0.05 and the F-calculated value is below the F-table value ($F_{\text{calculated}} < F_{\text{table}}$), it is concluded that all independent variables do not simultaneously exert a significant influence on the dependent variable. The results of the simultaneous hypothesis testing are presented in Table 6 as follows:

Table 6
F-Test Results

Model		Sum of Squares	df	Mean Square	F	F _{table}	Sig.
1	Regression	133,625	2	66,812	84,828	3,134	0,000
	Residual	53,558	68	0,788			
	Total	187,183	70				

Source: Processed Data (2025)

Based on the simultaneous hypothesis testing results presented in Table 6, the F-calculated value was obtained at 84.828 with a significance value of 0.000, while the F-table value at a 95% confidence level ($\alpha = 0.05$) was 3.134. By comparing these values, it is evident that the F-calculated value (84.828) substantially exceeds the F-table value (3.134) ($F_{\text{calculated}} 84.828 > F_{\text{table}} 3.134$), accompanied by a significance value of 0.000 which is considerably below the 0.05 threshold. Consequently, H_0 is rejected and H_a is accepted, conclusively indicating that Self-Efficacy (X_1) and Locus of Control (X_2) simultaneously exert a positive and significant influence on Employee Performance (Y) at the Aceh Culture and Tourism Office (Hair et al., 2019). These findings are strongly supported by the meta-analytic evidence of Stajkovic and Luthans (1998) and Ng et al. (2006), who collectively demonstrated that self-efficacy and locus of control are robust simultaneous predictors of employee performance within organizational settings.

25 Correlation Coefficient (R) and Coefficient of Determination (R^2)

The correlation coefficient (R) reflects the strength and direction of the relationship between the independent variables and the dependent variable (Hair et al., 2019). The magnitude of the correlation coefficient serves as a reliable indicator of the degree to which the independent variables are associated with the dependent variable, ranging from 0 to 1, where values closer to 1 indicate a stronger relationship. In practical terms, R^2 represents the proportion of variance in the dependent variable that can be collectively explained by the independent variables included in the model (Pallant, 2020). The results of the correlation coefficient and coefficient of determination analysis, processed using SPSS software, are

presented in the following table:

Table 7
Coefficient of Determination Analysis Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,845	0,714	0,705	0,887

Source: Processed Data (2025)

The correlation coefficient (R) value of 0.845 indicates the existence of a strong and positive relationship between the independent variables Self-Efficacy (X_1) and Locus of Control (X_2) and the dependent variable, namely Employee Performance at the Aceh Culture and Tourism Office. This value falls within the 0.80–1.000 range, which is categorized as a very strong correlation according to the classification proposed by Hair et al. (2019), signifying that the independent variables are highly associated with employee performance outcomes. The coefficient of determination (R^2) obtained a value of 0.705, indicating that 70.5% of the variation in the dependent variable Employee Performance at the Aceh Culture and Tourism Office can be collectively explained by changes in Self-Efficacy (X_1) and Locus of Control (X_2). The remaining 29.5% of the variance is attributable to other factors beyond the scope of this research, such as talent, interest, motivation, personality, and work ethics, which were not incorporated as variables in the present regression model.

CONCLUSION

Based on the findings and discussion presented in the previous sections, several conclusions can be drawn. Partially, the self-efficacy variable has a positive and significant effect on the employee performance of the Aceh Department of Culture and Tourism, as indicated by the t-value (5.390), which is greater than the t-table value (1.995). This finding demonstrates that employees with higher levels of self-efficacy tend to exhibit better work performance, as they possess greater confidence in completing assigned tasks and overcoming work-related challenges. The locus of control variable also has a positive and significant effect on employee performance, as evidenced by the t-value (3.909), which exceeds the t-table value (1.995). This result indicates that employees who believe they have greater control over their work outcomes are more likely to perform effectively and demonstrate higher levels of responsibility and initiative in carrying out their duties. Self-efficacy and locus of control jointly exert a positive and significant influence on employee performance at the Aceh Department of Culture and Tourism. This is supported by the F-value (84.828), which is significantly higher than the F-table value (3.134). These findings confirm that both psychological factors play an important role in enhancing employee performance and organizational effectiveness within public sector institutions. The findings of this research provide important practical implications for organizational management, particularly in the public sector. The positive influence of self-efficacy and locus of control on employee performance suggests that psychological factors should become a

strategic consideration in human resource development policies. Organizations are encouraged to create a supportive work environment that strengthens employees confidence, responsibility, and ability to manage work-related challenges effectively.

The head of the Aceh Culture and Tourism Office is advised to improve employees' locus of control by organizing training and development programs that are aligned with employees' competencies and job responsibilities. Such initiatives are expected to enhance employees' ability to solve problems independently and increase their sense of responsibility toward work outcomes.

Additionally, efforts to strengthen employees self-efficacy should be implemented through clear task direction, regular supervision, and constructive evaluations before and after work activities. Providing continuous guidance and feedback may help employees develop greater confidence in carrying out their duties, which can ultimately improve their overall performance and productivity. ¹⁰ ³⁵ **For future research, it is recommended** that scholars investigate **additional variables** beyond self-efficacy and locus of control, such as talent, interest, **motivation**, personality, and work ethics.

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