



## The Role of Organizational Citizenship Behavior in Moderating the Influence of Self-Esteem, Locus of Control and Organizational Commitment on the Performance of Aceh High Prosecutor's Office

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### ABSTRACT

This study aims to analyze whether Organizational Citizenship Behavior (OCB) can moderate the Self-Esteem, Locus of Control, And Organizational Commitment impact On Organizational Performance. It was conducted at the Aceh High Prosecutor's Office with a population of 595 people. The sample obtained using Slovin was 239 employees, and then the data was analyzed using AMOS SEM statistical equipment. The results prove that all variables in this research have run well at the Aceh High Prosecutor's Office which was tested with a one-sample test. Then, self-esteem, locus of control, and organizational commitment were proven to influence Organizational performance significantly, and the OCB was proven to moderate significantly the self-esteem and organizational commitment impact on organizational performance. These findings explain that the model for improving organizational performance at the Aceh High Prosecutor's Office is a function of increasing self-esteem, locus of control, organizational commitment, and OCB

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## **INTRODUCTION**

apparatus and increase the role of the prosecutor's office in eradicating criminal acts of corruption. It needs to be understood that eradicating criminal acts of corruption on a large scale is not just about following the rules written in the law. However, the most important thing is how to eradicate criminal acts of corruption and create justice and legal certainty following community expectations so that state losses can be covered optimally. To see an initial picture regarding the research variables, a random preliminary study was conducted on thirty (30) employees. The response from the initial survey conducted in this research regarding respondents' perceptions of organizational performance variables at the Aceh High Prosecutor's Office was that in the growth and learning perspective dimension, there was a phenomenon that the information needed at the Aceh High Prosecutor's Office was not accurate and was not always available and was accessed less than optimally. Then, allowing employees to respond to suggestions is quite rare in terms of space and time. In the internal operational process perspective dimension, there are problems regarding the clarity of leadership instructions in carrying out work. The satisfaction felt by employees of the Aceh High Prosecutor's Office does not meet expectations, where employees often have to carry out tasks outside of working hours but this is not commensurate with the amount of incentives they receive. In the perspective dimension of service satisfaction to the community, there is a phenomenon in the employee's ability to solve problems when serving guests in providing services. Furthermore, acting fairly when serving each guest still seems difficult to realize, especially for guests who want special treatment due to their position with connections to local officials.

As for the initial survey regarding respondents' perceptions of the organizational citizenship behavior (OCB) variable, there was a phenomenon, namely not complying with SOPs when supervised and employees not fully participating in the latest developments in the field under their control. In the initial survey regarding self-esteem, there were several phenomena, namely that employees did not dare to take risks at work and were not able to express their opinions. The phenomenon found in the locus of the control variable is not being able to work optimally like other colleagues and not being confident. The problem with the organizational commitment of the Aceh High Prosecutor's Office employees is that employees still do not feel like they are fully part of the agency. Apart from that, there are still employees who do not feel that every problem faced by the agency is a problem too. To answer the various phenomena that occur, this research is aimed at examining further the Role of OCB in Moderating the Influence of self-esteem, Locus of Control, and Organizational Commitment on the Organizational Performance of the Aceh High Prosecutor's Office.

## LITERATURE REVIEW

### Organizational Performance

According to Kaplan and Norton (2000, p. 42), organizational performance refers to the achievements of an organization within a specific period, encompassing various aspects such as input, output, outcomes, benefits, and impacts. The performance results attained by an organization in fulfilling its duties within a given timeframe—when carried out with accountability—can significantly support the management and strategic direction of governmental organizations. Furthermore, the achievement of work outcomes by agencies with full responsibility can lead to enhanced performance that is both effective and efficient.

Lebas and Euske (2021, p. 29) define organizational performance as a reflection of the degree to which activities, programs, and organizational policies achieve the intended goals, objectives, vision, and mission of the organization, in alignment with its strategic plan. In this research, the evaluation of organizational performance is conducted using the Balanced Scorecard approach. This framework assesses performance through multiple dimensions, including growth and learning, internal processes, community satisfaction, and financial performance, as outlined by (Nuryaman & Saudi, 2018).

From these perspectives, it can be inferred that achieving optimal organizational performance requires effective management and utilization of organizational resources. These efforts should aim to realize the organization's goals, objectives, vision, and mission in accordance with its established strategic plan. By aligning resources and strategies, organizations can maximize their performance outcomes and ensure long-term success.

### OCB

According to Podsakoff (2018), Organizational Citizenship Behavior (OCB) is a voluntary form of behavior initiated by individuals that is not directly tied to the formal reward system of the organization. However, when aggregated, it contributes to enhancing the overall effectiveness of the organization. This definition implies that OCB does not fall within the formal job descriptions or obligatory work requirements of employees. Consequently, the absence of such behavior does not result in formal sanctions by the organization. Nonetheless, its presence significantly impacts organizational effectiveness and success.

Organizational Citizenship Behavior (OCB) can be evaluated by examining various attributes of an employee, such as their willingness to assist colleagues, adaptability to diverse situations, loyalty and commitment to the organization, compliance with rules and regulations, ability to work efficiently and effectively, active participation in organizational activities, and responsiveness to ongoing organizational developments. These dimensions, as highlighted by Organ, Podsakoff, and MacKenzie (2006), provide a comprehensive framework for assessing an individual's OCB.

Based on the descriptions above, it can be concluded that Organizational Citizenship Behavior (OCB) reflects an individual's or employee's awareness and willingness to perform additional tasks beyond their formal job responsibilities. These tasks may be undertaken for personal or organizational interests and often

involve collaborative efforts, such as assisting coworkers or contributing to group activities. By fostering OCB, organizations can cultivate a supportive and productive work environment that enhances overall performance.

### **Self Esteem**

Self-esteem refers to an individual's process of assessment or evaluation of themselves, encompassing their acceptance, recognition, and appreciation of their own value, capabilities, and achievements. It reflects the extent to which individuals perceive themselves as valuable, competent, and successful. According to Deany, Sukartha, and Wirama (2019), self-esteem comprises two key aspects: self-respect and self-acceptance. Patarai (2018) further explains that self-esteem is the degree to which an individual views themselves as worthy and capable, encompassing beliefs about personal abilities, value, and self-worth. It manifests in the ability to plan for one's life, take risks, engage in social interactions, express thoughts and opinions, and maintain a positive outlook.

The researcher concludes that self-esteem aligns with various perspectives highlighted in previous studies. Self-esteem is shaped by both personal circumstances and the way individuals are treated by others. It can be evaluated using positive and negative statements. Individuals with high self-esteem tend to agree with positive statements and disagree with negative ones, viewing themselves as capable, valuable, and acceptable. Conversely, those with low self-esteem often hold negative perceptions about themselves, feeling less confident and less worthy.

In summary, self-esteem plays a critical role in shaping an individual's attitudes and behaviors. It is a dynamic construct influenced by internal and external factors and can significantly impact one's ability to achieve personal and professional goals. Understanding and fostering self-esteem is essential for personal development and psychological well-being.

### **Locus of Control**

Locus of control reflects an individual's ethical framework, where individuals with strong ethical principles are more adept at regulating their behavior. Within an organizational context, locus of control plays a crucial role in fostering self-control, which varies among individuals and directly impacts processes such as budgeting. Effective self-control is essential for minimizing budgetary slack, a condition that can compromise organizational integrity. Locus of control is categorized into two types: internal and external. An internal locus of control represents individuals who believe they are responsible for their behavior and outcomes. In contrast, an external locus of control characterizes individuals who attribute their task success and performance outcomes to external factors such as luck or external circumstances (Pello, 2014).

According to Licata et al. (1986), managers with an internal locus of control are more inclined to create an environment where subordinates can express their opinions and actively contribute to decision-making processes. This tendency arises from their belief in their ability to influence and manage their environment, coupled with a deeper understanding and more effective use of information in complex decision-making scenarios. The concept of locus of control is integral to understanding how individuals perceive their capacity to influence events in their lives. While those with an internal locus of control take ownership of their

actions and outcomes, individuals with an external locus of control view their circumstances as predominantly influenced by external factors. Additionally, this concept contrasts with core self-evaluations, a broader framework encompassing an individual's fundamental beliefs about their capabilities, significance, and competence. Core self-evaluations, as measured by indicators proposed by Crider, Kavanaugh, and Goethals (1983), provide valuable insights into motivational and behavioral tendencies in the workplace.

In the context of budgeting, a manager with a strong internal locus of control recognizes the consequences of unethical actions, such as creating a budgetary gap. Managers lacking a well-developed internal locus of control may fail in their responsibilities, resorting to budgetary slack to project an image of exceeding targets. Conversely, managers with a robust internal locus of control exercise self-regulation and maintain accountability, avoiding unethical practices like budgetary slack. Their ability to foresee the repercussions of their actions ensures greater integrity in the budgeting process, contributing to organizational effectiveness and ethical compliance.

### **Organizational Commitment**

Commitment is defined as an attitude of willingness to uphold an organization's vision and mission while exerting all necessary efforts to accomplish assigned tasks. According to Greenberg and Baron (2019, p. 22), organizational commitment refers to the degree to which employees are engaged with their organization and demonstrate a desire to remain members. This encompasses loyalty, a willingness to work optimally, and active involvement in advancing the organization's goals. Organizational commitment is further characterized by trust in and acceptance of the organization's values and objectives, a genuine readiness to exceed expectations, active engagement, meaningful contributions to organizational success, and accountability for one's work and its outcomes (Mahalingam & Suresh, 2018).

From the various perspectives on organizational commitment, it can be concluded that this construct includes critical elements such as loyalty to the organization, involvement in assigned tasks, and alignment with the organization's values and goals. A low level of commitment often reflects a lack of responsibility in fulfilling one's duties, which can negatively affect organizational performance. Conversely, strong organizational commitment extends beyond mere formal membership, reflecting an attitude of genuine affinity for the organization and a willingness to exert high levels of effort for its benefit. This deep connection contributes significantly to achieving the organization's established goals.

## Model and Hypotheses

The author formulates the framework regarding the hypotheses as follows.

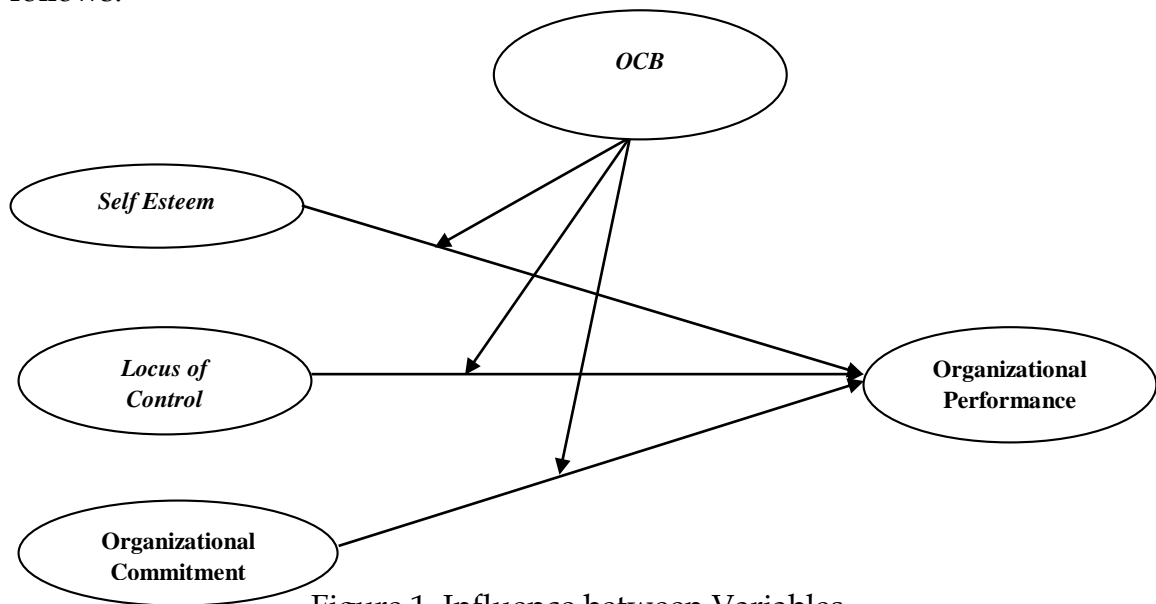


Figure 1. Influence between Variables

H1: Self Esteem, Locus of Control, Organizational Commitment, and Organizational Performance are going well.

H2: Self-esteem affects Organizational Performance

H3: Locus of Control affects Organizational Performance

H4: Organizational Commitment affects Organizational Performance

H5: OCB moderates self-esteem impact on organizational performance

H6: OCB moderates Locus of Control impact on Organizational Performance

H7: OCB Moderates Organizational Commitment impact on Organizational Performance

## METHODOLOGY

This research is analytical, employing a survey research method to explore the relationships among key variables. The independent variables include Self-Esteem (X1), Locus of Control (X2), and Organizational Commitment (X3), while the dependent variable is Organizational Performance (Z), with Organizational Citizenship Behavior (OCB) acting as a moderating variable. The study targeted all employees of the Aceh High Prosecutor's Office, with a sample size of 239 employees determined using the Slovin formula from an initial population of 595 individuals. The sample was selected through purposive sampling.

The variables in the study were measured using the following indicators:

- a) Organizational Performance, as described by Nuryaman et al. (2018), was assessed through four perspectives:
  1. Growth and Learning Perspective, with indicators:
    - Employee Ability,
    - Information System Ability,
    - Employee Motivation and Empowerment.

2. Organizational Implementation Process Perspective, with indicators:
  - Facilities and Infrastructure,
  - Internal Processes,
  - Job Satisfaction.
3. Customer Satisfaction Perspective, with indicators:
  - Physical Form,
  - Reliability,
  - Responsiveness,
  - Assurance,
  - Empathy.
4. Financial Perspective, with indicators:
  - Budget Realization,
  - Budget Efficiency.
- b) Organizational Citizenship Behavior (OCB), as outlined by Podsakoff (2018), was measured using the following indicators:
  1. Helping others,
  2. Accepting the situation,
  3. Loyalty to the organization,
  4. Complying with rules, procedures, and regulations,
  5. Working optimally,
  6. Active participation,
  7. Following developments.
- c) Self-Esteem, based on Patarai (2018), was evaluated through the following indicators:
  - Life planning,
  - Willingness to take risks,
  - Socializing,
  - Expressing opinions,
  - Positive thinking.
- d) Locus of Control, as expressed by Crider (2017), was measured using these indicators:
  - Lack of initiative,
  - Giving up easily,
  - Lack of information-seeking,
  - Having hope,
  - Easily influenced,
  - Working hard,
  - High initiative,
  - Problem-solving,
  - Effective thinking,
  - Consistent effort.
- e) Organizational Commitment, as described by Mahalingam & Suresh (2018), was assessed using the following indicators:
  - Trust and acceptance,
  - Genuine willingness,

- Maintaining membership,
- Contributing,
- Participating.

The data were analyzed using a statistical approach via Structural Equation Modeling (SEM) with AMOS software (version 22.0). This analysis was conducted to evaluate the effects of Self-Esteem, Locus of Control, and Organizational Commitment on the performance of the Aceh High Prosecutor's Office, with OCB serving as a moderating variable.

## RESULT AND DISCUSSION

### Descriptive Hypothesis

Table 1. One Sample Test

	Test Value = 3.41					
	Q	Df	Sig. (2-tailed)	Mean difference	95% confidence level	
					Lowest	Highest
Self Esteem	24.454	238	0.000	0.53515	0.3560	0.5123
Locus of Control	16.410	238	0.000	0.13321	0.2329	0.4335
Organizational Commitment	28.914	238	0.003	0.61372	0.4410	0.6424
OCB	26.812	238	0.010	0.60203	0.4140	0.6110
Organizational Performance	30.214	238	0.005	0.70072	0.5210	0.7344

Table 1 reveals that the independent variables (SE, LC, OC), dependent (OP), and moderation (OCB) have worked well because their significance is at 5%. So it accepts H1.

### Data Analysis Result

#### Direct Effect Testing

- CFA Analysis

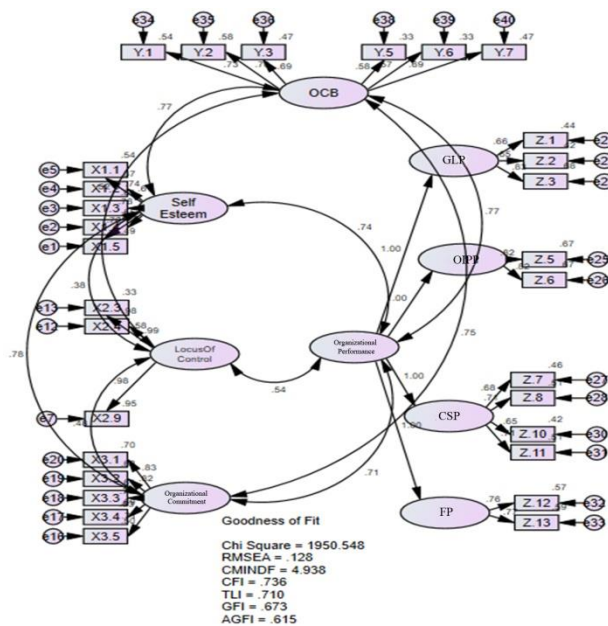


Figure 2. CFA After Respecification

Table 2. Loading Factor

			Estimate
X1.5	<---	Self_Esteem	.701
X1.4	<---	Self_Esteem	.739
X1.3	<---	Self_Esteem	.779
X1.2	<---	Self_Esteem	.611
X1.1	<---	Self_Esteem	.737
X2.9	<---	LocusOf_Control	.976
X2.4	<---	LocusOf_Control	.991
X2.3	<---	LocusOf_Control	.578
X3.5	<---	Organizational_Commitment	.707
X3.4	<---	Organizational_Commitment	.831
X3.3	<---	Organizational_Commitment	.781
X3.2	<---	Organizational_Commitment	.824
X3.1	<---	Organizational_Commitment	.835
Z.1	<---	GLP	.664
Z.2	<---	GLP	.652
Z.3	<---	GLP	.825
Z.5	<---	OIPP	.816
Z.6	<---	OIPP	.817
Z.7	<---	CSP	.676
Z.8	<---	CSP	.715
Z.10	<---	CSP	.648
Z.11	<---	CSP	.715
Z.12	<---	FP	.757
Z.13	<---	FP	.770
Y.1	<---	OCB	.733
Y.2	<---	OCB	.763
Y.3	<---	OCB	.687
Y.5	<---	OCB	.578
Y.6	<---	OCB	.571
Y.7	<---	OCB	.688

- Normality Test

Table 3. Normality Test Result

Variable	Min	max	skew	c.r.	Kurtosis	c.r.
Y.7	2.000	5.000	-.768	-1.869	1.220	1.034
Y.6	2.000	5.000	-.292	-1.851	1.415	1.483
Y.5	2.000	5.000	-.241	-1.529	1.679	1.320
Y.3	3.000	5.000	.347	2.201	-.302	-.958
Y.2	2.000	5.000	-.261	-1.652	1.108	.512
Y.1	2.000	5.000	-.445	-2.822	.606	1.920
Z.13	3.000	5.000	.167	1.060	.635	.012
Z.12	3.000	5.000	.324	2.053	.261	.828
Z.11	2.000	5.000	.027	.172	1.111	1.520
Z.10	3.000	5.000	.483	1.062	.895	1.835
Z.8	3.000	5.000	.619	.925	.338	1.070
Z.7	3.000	5.000	.271	1.720	.738	.338
Z.6	3.000	5.000	.391	1.479	.598	1.896
Z.5	3.000	5.000	.706	1.473	-.270	-.856
Z.3	3.000	5.000	.824	1.223	-.620	-1.964
Z.2	2.000	5.000	-.116	-.734	.480	1.522
Z.1	3.000	5.000	.558	1.534	-.141	-.446
X3.1	3.000	5.000	.001	.006	-.744	-1.356
X3.2	3.000	5.000	.143	.904	-.788	-1.496
X3.3	2.000	5.000	-.588	-1.728	1.443	1.574
X3.4	3.000	5.000	-.147	-.929	-.775	-1.456
X3.5	2.000	5.000	-.186	-1.180	.266	.843
X2.3	2.000	5.000	-.343	-2.175	.181	.573
X2.4	2.000	5.000	-.411	-1.603	.289	.915
X2.9	2.000	5.000	-.381	-1.417	.257	.813
X1.1	3.000	5.000	-.018	-.113	-.521	-1.651
X1.2	3.000	5.000	-.069	-.438	-1.036	-1.283
X1.3	2.000	5.000	.113	.719	1.499	1.752
X1.4	2.000	5.000	-.080	-.509	.839	1.658
X1.5	3.000	5.000	.038	.240	.157	.497
Multivariate					159.976	70.854

Based on the table above, the data has experienced normality because all cr values for skewness are in the range of  $\pm 2.58$  (univariately normally distributed).

- Goodness of Fit Test

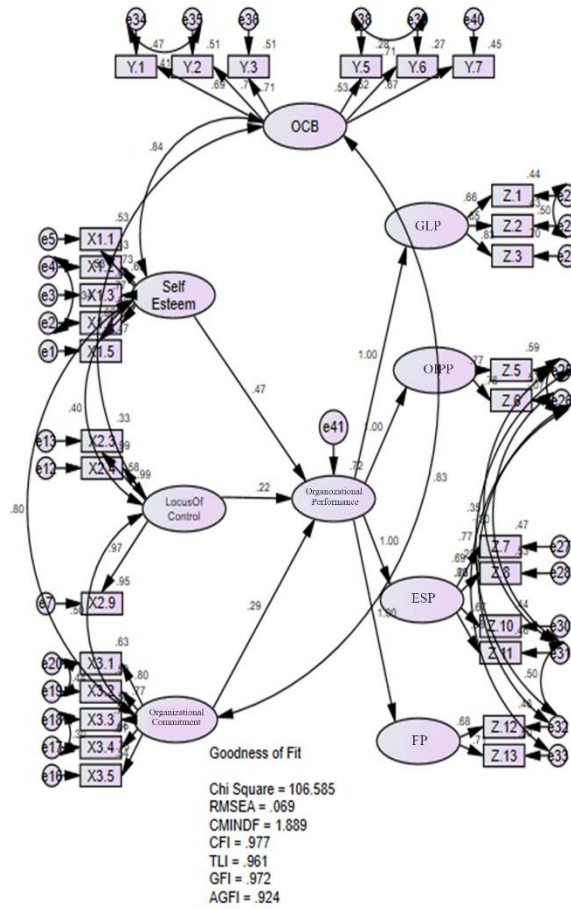


Figure 3. GoF After Modification Indices

Table 4. Measurement Model Feasibility Test Results

Goodness of Fit Index	Cut off Value	Hasil	Evaluasi Model
Chi-Square	< 240.995	106.585	Fit
RMSEA	≤ 0.08	0.069	Fit
GFI	≥ 0.90	0.972	Fit
AGFI	≥ 0.90	0.924	Fit
CMIN/DF	≤ 2.00	1.889	Fit
TLI	≥ 0.90	0.961	Fit
CFI	≥ 0.90	0.977	Fit

Table 5. Regression Weights

Influence Between Variables	Estimate		S.E	CR	P
	Std.	Unstd			
Self-esteem on organizational performance	0.469	0.390	0.087	4,467	***
Locus of control on organizational performance	0.221	0.103	0.025	4,150	***
Organizational commitment to organizational performance	0.291	0.217	0.078	2,778	0.005

**H2: Self-esteem and Organizational Performance**

The test result explains that self-esteem has proven to have a significant influence on organizational performance, indicated by the standardized estimate 0.469; and  $p < 0.000 < 5\%$ . So it accepts H2. This result is in line with research by (Kumar, 2017) which proves that self-esteem and performance influence each other to a certain degree and an individual's self-esteem increases after achieving goals. Then (Rus, Sandu, Cheval, & Ene, 2022) continued previous research and showed that there was a positive correlation between the self-esteem of state servants and their performance in their work agencies.

**H3: Locus of Control and Organizational Performance**

The test result shows that Locus of control has proven to have a significant influence on organizational performance, indicated by the standardized estimate 0.221; and  $p < 0.000 < 5\%$ . So it accepts H3. This result is in line with research by (Ardiansyah, Musnadi, & Syafruddin, 2020), (Rinaldy, Nasir, & Faisal, 2020), and (Elnafrawy, 2022), they concluded that Locus of control is positively related to organizational performance.

**H4: Organizational Commitment and Organizational Performance**

The test result reveals that commitment of employees has proven to have a significant influence on Organizational Performance, indicated by the standardized estimate 0.291; and  $p < 0.005 < 5\%$ . So it accepts H4. This is supported by research conducted by (Mmakwe, Anthonia, & Ukoha, 2018) and (Lin et al., 2022).

**Testing Moderating Effects**

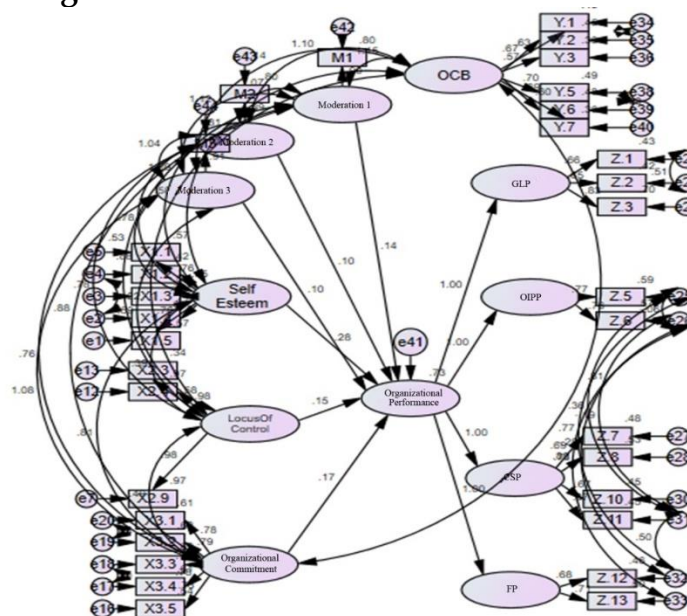


Figure 4. Moderation Effect Model

Table 6. Moderation Effect Test Result

	Estimate	S.E.	C.R.	P	Label
Org_Performance <--- Self_Esteem	.279	.063	3.293	***	
Org_Performance <--- Locus_of_control	.153	.031	2.291	.022	
Org_Performance <--- Org_Commitment	.167	.055	2.248	.025	
Org_Performance <--- Moderation1	.142	.002	4.413	***	
Org_Performance <--- Moderation2	.096	.007	1.092	.275	
Org_Performance <--- Moderation3	.100	.003	2.729	.006	

H5: OCB in moderating self-esteem on organizational performance

Testing the OCB moderating effect on self-esteem impact on organizational performance, it was found that the coefficient  $\beta_2 = 0.279$ ,  $p < 0.000 < 0.05$ . Meanwhile  $\beta_3 = 0.142$ ,  $p < 0.000 < 0.05$ . So it accepts H5. This shows that OCB moderates the self-esteem impact on organizational performance. These results are following research conducted by (Soeraiya, Sofyan, & Shabri, 2022) who stated in their research that OCB moderates purely The public service motivation and Core Self-Evaluation impact on organizational performance.

H6: OCB in Moderating Locus of Control on Organizational Performance

Testing the OCB moderating effect on locus of control impact on organizational performance, it was found that the coefficient  $\beta_2 = 0.153$ ,  $p < 0.022 < 0.05$ . Meanwhile  $\beta_3 = 0.096$ ,  $p > 0.275 > 0.05$ . So it accepts H6. These results follow research conducted by (Warahmah, Harmen, & Kesuma, 2022) proving that OCB moderates as a predictor of the Core Self-Evaluation and workplace spirituality in affecting organizational performance.

H7: OCB in Moderating Organizational Commitment on Organizational Performance

Testing the OCB moderation effect on organizational commitment impact on organizational performance, it was found that the coefficient  $\beta_2 = 0.167$ ,  $p < 0.025 < 0.05$ . Meanwhile,  $\beta_3 = 0.100$ ,  $p < 0.006 < 0.05$ , where the interaction between OCB and commitment also has a significant effect on performance. So it accepts H7. These results are following (Jena, 2022) concluding that moderation analysis shows that OCB significantly improves organizational performance.

**CONCLUSION AND RECOMMENDATION**

The results concluded that the descriptive hypothesis proposed states that it has worked well for all research variables, both independent, moderating, and dependent. Furthermore, the independent variables SE, LC, and KM influence the performance of the Aceh High Prosecutor's Office. The moderation test shows that OCB purely moderates the influence of SE and KM against KO. Then for the relationship between locus of control and organizational performance, OCB moderates as a predictor. These results explain that the model of improving Organizational Performance at the Aceh High Prosecutor's Office is a function of increasing Self-esteem, Locus of control, Organizational Commitment, and OCB of its employees. These findings illustrate the premise that contributes to strengthening the theory. The survey results also recommend several things for research subjects, namely:

- a. To boost employees' self-confidence in taking professional risks, the management could organize regular skill-building events such as competitions focused on honing skills, leadership, and public speaking. Participation in these events could be rotated among interested employees
- b. To foster a strong sense of control and perseverance when faced with work-related challenges, the Aceh High Prosecutor's Office can offer employees challenging roles and show appreciation in various ways. This approach can help develop resilient and determined employees who never give up in seeking solutions.
- c. The Aceh High Prosecutor's Office can aim to provide a range of incentives to improve the welfare of its employees. This can include making concerted efforts to ensure that all employees have the opportunity to access and benefit from these incentives.
- d. It is crucial to keep employees informed about all work-related matters to ensure that they can act upon important information coming from the Aceh High Prosecutor's Office and other constructive sources. The Aceh High Prosecutor's Office undergoes internal developments that need to be addressed, and employees must be equipped to support the office's work and maintain high productivity.
- e. To overcome obstacles in obtaining the information that employees need at work, several steps should be taken. This includes assigning employees with specialized skills to work in the information sector, staying abreast of developments that align with required information data needs, participating in various training programs to enhance capabilities in the field of information, fostering strong relationships with inter-agency agencies to ensure the availability of necessary information, and regularly updating the various information required by the Aceh High Prosecutor's Office.

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