

Impact of internal locus of control through self-efficacy variables on employee performance (study of employees of the false eyelash production section of PT. Tiga Putra Abadi Perkasa in Purbalingga Regency)

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ABSTRACT

Employee's performance of PT. Tiga Putra Perkasa Abadi showed by the average output per employee is fluctuating. Factors that affect performance are internal locus of control and self-efficacy. The aim of this study was to determine and analyze the influence of internal variables locus of control and self-efficacy on employee performance in partial and self-efficacy as an intervening variable. A type of this research is explanatory research, the population of all the production employees of PT. Tiga Putra Perkasa Abadi are 450 people and the sample size is 90 people by random sampling technique. A questionnaire is used to collect the research data and SEM-PLS to analyze the data. Analysis tool of this data is SmartPLS 3.0. The results of this coefficient SEM analysis revealed that: (1) internal locus of control variable to self efficacy has $t_{count} > t_{table} = 2.985 > 1.96$ and the significance was $0.003 < 0.05$, the hypothesis is accepted; (2) self-efficacy variable to the performance of employees has $t_{count} > t_{table} = 2.438 > 1.96$ and the significance was $0.013 < 0.05$, the hypothesis is accepted; (3) internal locus of control variable to employees performance has $t_{count} > t_{table} = 2.262 > 1.96$ and the significance was $0.024 < 0.05$, the hypothesis is accepted; (4) internal locus of control variable to employee performance through self efficacy has $t_{count} < t_{table} = 1.895 < 1.96$ and the significance was $0.059 > 0.05$, the hypothesis is rejected. Results of this study showed that were some weak indicators of each variable, so it is advisable to monitor and evaluate the company as well as provide training and personal development of employees to improve the employees' abilities.

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1. Introduction

The implementation of the MEA (Asean Economic Community) requires companies in Indonesia to be able to face the flow of global competition. Companies that are able to survive amidst global competition are companies that are able to adapt to change. Companies in Indonesia must be ready to face international competition, especially preparation in terms of human resources who are competent and have adequate soft skills.

Improving the quality of human resources owned by the company is one thing that can be done. If the resources owned are competent then the company's goals will be quickly achieved, but if the resources owned are not competent it will prevent the company from achieving its targets. One company that is trying to improve its quality is PT. Three Mighty Eternal Sons.

PT. Tiga Putera Abadi Perkasa in Purbalingga operates in the false eyelash manufacturing industry, where almost 95 percent of false eyelash manufacturing uses a manual system, so employees are required to be skilled and careful in their work and a high level of concentration is required because the work carried out is quite complicated. The level of complexity in the process of making eyelashes, accompanied by a mentality of employees who give up easily, work that tends to be monotonous, and employees who quickly feel tired, even though some of them are still relatively young, will cause employee performance to be ineffective.

Employee performance can show how well the work done by the employee is. PT employee performance. Three Mighty Eternal Sons tends to fluctuate. The company targets 1 million pairs of false eyelashes to be produced, but in reality only 900 thousand pairs of false eyelashes can be sent, because the products produced in the quality control process are not suitable for sale (there are hairs that come off the hook, the cuts are not neat, the curling happens). not according to standards, and so on).

Locus of control Internal control (internal control center) will play an important role in improving employee work results (Khoiriyah & Arsyik, 2020; Battu & Susanto, 2022). This reflects that employees at PT. Tiga Putra Abadi Perkasa has an important role in completing the manufacture of false eyelashes according to their abilities and does not depend on technical assistance. Meanwhile, another factor that can influence employee performance is self-efficacy (Haddad & Taleb, 2016; Yanti et al, 2023), which refers to the employee's self-confidence in whether the employee is able to complete making false eyelashes which are very complicated and require great precision. .

Employee performance will be related to several employee personality attitudes, because what an employee has can influence the employee's performance, so employees must be able to control themselves and have confidence that they are able to improve their performance. According to Widya (2023), factors that influence employee performance are related to several employee personality attitudes, namely: internal locus of control (internal control center) and self-efficacy (self-efficacy).

Locus of control is a general belief that success, failure and the results that occur in an individual are controlled by the individual's actions and behavior internally within themselves or they are controlled by chance, fate and other things that originate externally from the individual. (Karimi & Alipour, 2011). Internal locus of control has several indicators, namely ability, responsibility, change, work environment, stress, job satisfaction, work motivation (Demirkan, inKutanís et al., 2011).

Confidence that arises in employees that they are able to do the work they are given well. Individuals who have a high level of self-efficacy will have a good influence on that individual's performance. According to Bandura (2006) Self-efficacy as a person's belief in his ability to achieve certain goals. The company will be able to compare employee performance with predetermined standards so that the company can demand the desired results and take action against poor performance (Rivai & Sagala, 2009:549). Ivancevich, et al (2006:97) suggests that there are three indicators of self-efficacy that are closely related to employee performance, namely (1) magnitude, (2) strength, and (3) generality

Candra (2019) concluded from various study results that internal locus of control is related to performance, employees who are controlled internally will perform better at their work than employees who are controlled externally. In this case, Karyanto (2020) suggests that self-efficacy refers to an individual's beliefs regarding their ability to mobilize the motivation, cognitive resources and actions needed to successfully carry out tasks in a particular context. Through training and development, low employee self-efficacy can be improved, resulting in increased performance.

The concepts of self-efficacy and internal locus of control have fundamental differences, Jumiati & Kartiko (2022) state that internal locus of control is a causal belief regarding the action-outcome relationship, namely individuals who consider their behavior and its consequences (success or failure) believe that they control their own destiny. Meanwhile, self-efficacy is an individual's belief regarding his abilities and the cognitive resources that can be arranged to complete a task successfully. So it can be ascertained that internal locus of control and self-efficacy are valid and independent constructs that help explain the meaning of internal locus of control and self-efficacy itself (Gholtash & Ramezani, 2015).

Gomes (2003:135) stated that there are several important indicators in performance, namely (1) quantity of work (quantity of work), (2) quality of work (quality of work), (3) job knowledge (knowledge of work), (4) creativeness (creativity), (5) dependability, (6) initiative, and (7) personal qualities.

Based on the problems described, it is suspected that employee performance tends to fluctuate and does not meet company targets because it is influenced by internal locus of control factors and employee self-efficacy. This research aims to determine and analyze the influence of internal locus of control and self-efficacy variables on employee performance partially and self-efficacy as an intervening variable.

2. Research Method

The research approach used is quantitative research using research classification based on objectives, namely explanatory (Prasetyo & Jannah 2012:43). This research was carried out at PT. Tiga Putra Abadi Perkasa, North Ring Road RT. 002 RW. 001 Purbalingga Lor, Purbalingga Regency, Central Java.

The population in this study were employees of the production department of PT. Tiga Putra Abadi has 450 employees, with a sample size of 90 employees. The sampling technique in this research used random sampling. Data collection containing a series of questions about a field that is distributed to research respondents selected as research samples. The questionnaires distributed are closed, meaning that respondents choose answers using the alternatives provided so that respondents can answer questions easily and quickly, and make it easier to analyze the data.

The data analysis technique used in this research is SEM (Structural Equation Modeling), according to Sholihin & Ratmono (2013:2) SEM is a type of multivariate analysis in social sciences. Multivariate analysis is an application of statistical methods that are capable of analyzing several research variables simultaneously, as well as being able to analyze variables that cannot be measured directly and take into account measurement errors. This research uses SEM-PLS and the analytical tool used in this research is the SmartPLS 3.0 program which takes into account non-linear and linear relationships (Ghozali, 2011:18).

3. Results and Discussions

The Influence of Internal Locus of Control on Self-efficacy

The results of testing hypothesis 1 show that the influence of internal locus of control on self-efficacy is accepted. The results of the analysis for the self-efficacy variable show that the value of $t_{count} = 2.985 > t_{table} = 1.96$ with a significance level of $p\text{-value of } 0.003 < \alpha = 0.05$. Employees at PT. The Three Mighty Eternal Sons have good self-control, they are able to do all work because of their abilities, not because of fate or other factors outside themselves, so good self-control will directly influence their belief that they are able to do a job well. good and right.

This research also supports the research results König, et al. (2010) entitled "*Examining occupational self efficacy, work locus of control and communication as moderators of the job insecurity-job performance relationship*" that self-efficacy, locus of control and communication on self-performance have a strong positive effect and (somewhat weakly) have an effect on supervisory performance, so organizations must be able to create an environment where people have high self-efficacy, have a high internal locus of control.

This research shows that employees at PT. Tiga Putra Abadi Perkasa needs factors on internal locus of control shows that employees will work hard to help with family needs, where the majority of employees are women, they work because of the need for daily needs (such as buying basic necessities, children's needs, and other needs), as well as helping their husbands. So they will work hard to help the family's needs, and motivation for needs directly influences their performance, the higher the motivation for needs increases, the higher their performance will be..

This is directly proportional to verbal persuasion on self-efficacy shows that employees are able to encourage themselves when they encounter difficulties in doing their work, so that this confidence will improve work results. This means that with the need to help ease the family's burden, employees have high control over themselves to work better which will directly influence verbal persuasion, because employees have to help with family needs, they will encourage themselves that they have confidence that they able to complete the task well.

Influence Between Self-efficacy and Employee Performance

The results of testing hypothesis 2 show that the influence of self-efficacy on the performance of PT employees. Three Mighty Eternal Sons accepted. The results of the analysis for the self-efficacy variable show that the value of $t_{count} = 2.483 > t_{table} = 1.96$ with a significance level of $p\text{-value of } 0.013 < \alpha = 0.05$. High self-efficacy will achieve better performance because the individual has the belief that the individual is

able to achieve the targets set by the company, the individual never worries about failure that might occur in the work they do, the individual has the confidence that they will never fail while doing work so that they believe that they will be able to do the next job well, individuals have the belief that by seeing their co-workers work well, individuals will be better at doing their work, individuals always encourage themselves with verbal persuasion that they can be better good at completing work and existing difficulties, and individuals are able to control their emotions well in doing their work, even though their work tends to be monotonous and will make employees easily bored. Employee performance at PT. Tiga Putra Abadi Perkasa's high level is also shown in employees who have personal qualities (have a good personality). On average, employees have a good record of behavior while working at the company, so that employee performance evaluations are also good, indicating that employee performance at PT. Tiga Putra Abadi Perkasa is high in employees who have personal qualities (have a good personality). Meanwhile, in the work quantity performance variable, viewing old problems from a new perspective, looking at mistakes for future progress, setting examples in dealing with problems and opportunities, attendance, punctuality, employee enthusiasm in carrying out new tasks (initiative), employee integrity is not too great, this results in the assessment of employee performance decreasing.

So that self-efficacy can improve employee performance at PT. Tiga Putra Abadi Perkasa to work better. This is because employees always feel capable of completing every job and they feel satisfied with the results of their work. So an employee who has high self-efficacy will influence higher employee performance.

This research also supports the research conducted Choi (2013) entitled "The effects of self-efficacy and internal locus of control on academic performance of college students: the moderating role of class satisfaction" that *self-efficacy* has a significant and positive impact on academic performance. Self-efficacy research on PT employee performance. Tiga Putra Abadi Perkasa is in line with the research results shown by Cherian & Jacob (2013) which explains the practical implications of outcomes related to improving employee self-efficacy in order to motivate employees and improve their performance.

The Influence of Internal Locus of Control on Employee Performance

The results of testing hypothesis 3 show that the influence of internal locus of control on the performance of PT employees. Tiga Putra Abadi Perkasa accepted. The results of the analysis for the internal locus of control variable show that the value of t_{count} is $2.262 > t_{table} = 1.96$ with a significance level of $p\text{-value}$ of $0.024 < \alpha = 0.05$. Therefore, internal locus of control has a significant effect on the performance of PT employees. Tiga Putra Abadi Perkasa.

Locus of control High internal performance will achieve good performance because individuals are able to do their work according to their abilities, they are able to adapt to the work they do according to their abilities, their abilities are not only in terms of education or intellectual, but can be in terms of physical abilities. In maintaining one's own physical condition, this is shown from research results that employees who are able to maintain their physical condition can improve their performance, especially the condition of their eyes, because when doing work at PT. Tiga Putra Abadi Perkasa requires extra precision of the eye to produce maximum products.

Other factors that support internal locus of control in improving employee performance can also be seen from the responsibility that employees have in every decision making, and the ability of employees to accept changes that occur in the company such as changes in management, as well as changes in work assignments where employees in the cutting section are moved to the packing section.

The research results show that employees are able to get the information they need in order to produce good products and minimize defective products, because employees feel they are getting justice from company management so they are enthusiastic about improving their performance for the sustainability of the company. Employees at PT. Tiga Putra Abadi Perkasa are able to overcome their boredom caused by work that tends to be monotonous, because they have high motivation to fulfill the needs they need, there are incentives from the company, so that they are enthusiastic about working and are able to carry out their workload well.

The research results show that the rewards received, enjoyable work, coworkers, and security can improve their performance, but this varies with job conditions. In this study, the work conditions factor showed invalid results, meaning that work conditions were not able to measure the construct to be measured, so the researcher eliminated this factor.

Performance improvement occurs if there is control from within the individual employee so that an event is always under his control and he will always take a role and responsibility in determining right or wrong. This does not mean the opposite, believing that events in one's life are beyond one's control and believing that one's life is influenced by destiny, fate, luck and opportunity and trusting more in forces outside one's self. So that employees are able to do their work well even though their work tends to be monotonous and will make employees get bored easily.

This research also supports the research conducted Mali (2013) that individuals who have an internal locus of control, these individuals feel they have an important role in what happens in their lives. Therefore, they act according to their own behavior and believe that the life they experience can be controlled by themselves. Apart from that, this research also supports the research results Patten (2005), which shows that performance is related to each individual's internal locus of control, where auditors with perceptions of final results based on their actions (internal locus of control), will perform better compared to internal auditors with perceptions of final results based on actions or other forces (external locus of control).

Influence of Internal Locus of Control on Employee Performance Through Self-efficacy

The results of testing hypothesis 4 show that the influence of internal locus of control on employee performance through self-efficacy at PT. The Three Mighty Immortal Sons were rejected. As shown from the results of the indirect effect analysis, it is known that the t value is $1.895 < t_{table} = 1.96$ with a significance level of $p\text{-value of } 0.059 > \alpha = 0.05$. Therefore, internal locus of control on employee performance through self-efficacy has an effect but is not significant.

So it is concluded that self-efficacy weakens the influence of internal locus of control on performance. Even though internal locus of control has a moderate influence on self-efficacy, even though self-efficacy is necessary, it is not strong enough to know or support performance results. In this research, the internal locus of control variable on performance through self-efficacy has no significant effect, but the self-efficacy variable is also able to partially mediate the internal locus of control variable on employee performance, where the internal locus of control variable is able to directly influence employee performance variables without going through a mediating variable.

The results of this study are not in line with the research results Baron in Stewart & Walker (2014) shows from the results of the regression that the independent variables perfectionism and locus of control with self-efficacy as a mediating variable show significant results, and age contributes a significant portion of self-efficacy.

This research is not in line with study Baron in Stewart & Walker (2014) caused by several factors, such as the respondent's age, education, length of work, and a sample size that is too small or too small because it is unable to represent the analyzed data. According to Sihalolo & Siregar (2020) stated that the sample for research should be as large as possible. This assumes that a larger sample will be able to represent the generalization of the results of a study. However, the sample size used also depends on the type of research.

Implications of Results Study

Theoretical Implications

Theoretically, this research supports the theory put forward Ivancevich, et al. (2006:97) that employee performance is influenced by internal locus of control and self-efficacy. The internal locus of control that employees have can determine their fate and have personal responsibility for what happens to themselves, so that employees who have a good internal locus of control can have a good influence on their performance. Employees who have high self-efficacy will have a good influence on the individual's performance. This is in accordance with the data in this study which is shown in the R^2 value of 0.457, which explains that 45.7% of the performance of PT employees. Tiga Putra Abadi Perkasa is influenced by internal locus of control and self-efficacy, and the rest can be explained by other factors outside the research model.

Apart from that, looking at the f^2 value, it shows that the value of the influence of internal locus of control on employee performance is 0.28 and self-efficacy on employee performance is 0.29, meaning that internal locus of control and self-efficacy have a big influence on employee performance at PT. Tiga Putra Abadi Perkasa, where the more employees have a high internal locus of control and self-efficacy, the more their performance will increase in doing a job.

From the research results, the Q2 value is 0.52, meaning that internal locus of control and self-efficacy provide relevant predictive values for the performance of PT employees. Tiga Putra Abadi Perkasa and 52% of employee performance at PT. Tiga Putra Abadi Perkasa is influenced by internal locus of control and self-efficacy, and the rest is influenced by other factors outside the research model. This also supports the theory put forward by Luthans (2006:210), that employee performance will increase if they have a high internal locus of control and self-efficacy. Employees will have better performance if the employee has a good internal locus of control, and if self-efficacy is low it can be improved through employee training and development, so that increased efficacy will result in increased performance.

On the research results König, et al. (2010) entitled "*Examining occupational self efficacy, work locus of control and communication as moderators of the job insecurity-job performance relationship*" that self-efficacy, locus of control and communication on self-performance have a strong positive effect and (somewhat weakly) have an effect on supervisory performance, so organizations must be able to create an environment where people have high self-efficacy, have a high internal locus of control. In this study, these results were supported by the results of hypothesis testing which showed a t value $> 1.96 = 2.985 > 1.96$, meaning that internal locus of control had a significant effect on self-efficacy but had a moderate effect as shown by the f2 results which showed a value of 0.152. And the R2 value is 0.122, meaning that the self-efficacy of PT employees. Tiga Putra Abadi Perkasa can only be explained by the internal locus of control variable of 12.2%. So the company is expected to be able to provide encouragement and develop self-training for employees to have good self-control, so that they have high confidence in completing their tasks well.

Practical Implications

The results of this research generally show that the performance of employees of PT. Tiga Putra Abadi Perkasa is strongly influenced by internal locus of control and self-efficacy as shown by the Q2 value of 0.52, meaning that 52% of employee performance at PT. The Three Mighty Eternal Sons were influenced by *locus of control* internal and self-efficacy, and the rest is influenced by other factors outside the research model. The higher these factors have an influence, the higher the employee's performance. The results of this research can be used by personnel managers as a reference to improve their ability to manage their employees to achieve organizational goals. Managers can improve their employees' performance through *locus of control* internal and self-efficacy by providing training and development to employees to hone their abilities, as well as providing encouragement to employees to increase employee control and their self-confidence that they are able to carry out the tasks given to them well, this encouragement can be by providing incentives and rewards according to the level of complexity of the work carried out, as well as providing procedural justice to employees, where superiors assign tasks according to the employee's abilities, which can be seen after the training provided, and provide employee rights, so that employees will be motivated to work more. Better yet, employee performance will also increase.

The test results show that the internal locus of control variable on self-efficacy has a significance value of $0.003 < 0.05$, meaning that the internal locus of control variable has a significant and weak influence on self-efficacy as indicated by the f2 value of 0.152, meaning that the internal locus of control employees are improved, then self-efficacy will increase and this increase is meaningful.

The implications of these findings can be recommended and guidelines for PT personnel managers. Tiga Putra Abadi Perkasa in managing employee performance, namely (1) managers must ensure that work is stimulating and beneficial for employees, so that employees are motivated to work and do it harder and better, (2) provide training and development to employees so that their abilities employees have become better and provide input to employees that with the experience employees have while working and the experience they have gained before working they will be able to improve their work in the future, (3) managers must be able to control changes that occur in the company, such as changes in management, changes in tasks given to employees, so that employees are not confused in dealing with existing changes and are able to accept existing changes.

Managers provide encouragement or motivation to employees, by providing incentives that are appropriate to the work they do, and providing rewards according to the level of complexity of the work carried out by employees, so that employees who feel stress and work pressure given by their company will be motivated to overcome it. Apart from that, managers must also be able to provide encouragement and encouragement, that their success is due to the employee's self-control ability and confidence in carrying out the assigned tasks well.

4. Conclusion

Based on the results of research and discussion regarding the influence of internal locus of control on employee performance through self-efficacy, it can be concluded, among others, (1) the variable internal locus of control on self-efficacy has a value of $t_{count} > t_{table} = 2.985 > 1.96$ and a significance of $0.003 < 0.05$, then the hypothesis is accepted, which means that the internal locus of control variable directly has a significant effect on the self-efficacy of PT employees. Three Mighty Eternal Sons. t_{count} is positive, then if there is an increase in the internal locus of control variable it will increase employee self-efficacy, meaning that if there is an increase of 1 unit in the internal locus of control variable and other factors are constant it will be able to increase the self-efficacy of PT employees. Tiga Putra Abadi Perkasa is 2.985, (2) the self efficacy variable on employee performance has a value of $t_{count} > t_{table} = 2.438 > 1.96$ and a significance of $0.013 < 0.05$, then the hypothesis is accepted, which means that the self efficacy variable directly has a significant effect on performance PT employees. Three Mighty Eternal Sons. t_{count} is positive, then if there is an increase in the self efficacy variable it will increase employee performance, meaning that if there is an increase of 1 unit in the self efficacy variable and other factors are constant it will be able to improve the performance of PT employees. Tiga Putra Abadi Perkasa is 2.438, (3) the internal locus of control variable on employee performance has a value of $t_{count} > t_{table} = 2.262 > 1.96$ and a significance of $0.024 < 0.05$, then the hypothesis is accepted, which means that the internal locus of control variable directly has a significant effect on the performance of PT employees. Three Mighty Eternal Sons. t_{count} is positive, then if there is an increase in the internal locus of control variable it will increase employee performance, meaning that if there is an increase of 1 unit in the internal locus of control variable and other factors are constant it will be able to improve the performance of PT employees. Tiga Putra Abadi Perkasa amounting to 2,262. The internal locus of control variable on performance through employee self-efficacy has a value of $t_{count} < t_{table} = 1.895 < 1.96$ and a significance of $0.059 > 0.05$, so the hypothesis is rejected, which means that indirectly the self-efficacy variable is unable to mediate internal locus of control on performance PT employees. Three Mighty Eternal Sons.

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