

The Effect of Internal Locus of Control and External Locus of Control Toward Employee Performance at PT Sarana Agro Nusantara Unit Dumai

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Abstract

This study was conducted on September 2019 to determine the effect of internal LOC and external LOC toward the performance of employees of PT SAN Unit Dumai. The number of samples used in this study amounted to 53 respondents. Data collection was carried out through a questionnaire. The method used to process and analyze data is descriptive statistics, classical assumption test, correlation test t test, F test, and coefficient of determination test using the SPSS version 22.00 program. The results showed that internal LOC and external LOC have a positive and significant effect on employee performance, internal LOC has a positive and significant effect on employee performance and external LOC which has a negative and not significant effect on employee performance. It is hoped that the leadership of the company can use the results of research in determining and improving the performance of employees at PT SAN Dumai Unit to achieve goals, progress, and development of resources at once.

Keywords : *Internal LOC, External LOC, Employee Performance*

1. INTRODUCTION

Human resources have an important role for the company / organization progress. Human resources is also a key that determines the development of the company. The quality of human resources owned by the company is very important because having a good quality of human resources will facilitate the company in achieving high business performance.

Performance is a real behavior produced by everyone as a human resource as a form of work performance produced by employees in accordance with their role in an organization, where to get good performance from employees, the organization must be able to provide various facilities and infrastructure as a support in completing work. The development of the company can be seen through the results of the performance appraisal.

PT Sarana Agro Nusantara (PT. SAN) Unit Dumai is a branch of a Freight Forwarding company (PT SAN Unit Belawan) that has facilities and services including: Storage tanks for palm oil and its fractions and sugar drops, Warehousing Services for rubber, tea, Chocolate, coffee and tobacco and expedition services in handling export and import documents (Who's Online).

As a service company that has a well-known reputation, PT Sarana Agro Nusantara is committed to providing the best, effective and efficient services with competitive service tariffs and the support of qualified, professional and experienced human resources and adequate equipment. This of course will also be supported by the performance produced by Human Resources owned.

Good quality resources will determine whether or not their own performance. Good performance is of course not just formed, but it is determined by many factors [1]. The improvement of individual performance will basically be influenced by certain conditions, namely conditions originating from within the individual called individual factors and conditions originating outside the individual called situational factors. Individual factors include gender, experience, motivation, personality, and locus of control. Meanwhile, situational factors include leadership, work performance, social relations and organizational culture. One of the important determinants of individual performance that comes from within a

person is locus of control. This is supported by the results of research which found that locus of control affects performance [3] [5] [8].

Locus of control is divided into two individual categories, namely internal and external. Individuals with internal locus of control have a viewpoint that all the results obtained are good or bad because of factors from within themselves such as abilities, skills, and efforts [3].

Some people argue that effort and ability are factors that influence a person to achieve success, but some other people also have a mindset (thought) that factors from outside their control can lead them to success, including factors of luck, opportunity, fate, and destiny. It is also not uncommon for us to hear the sentence in society that "Smart people will lose to people with good luck". The focus in this study is not only on internal locus of control, but the external locus of control variable is also associated with controlling events that occur in a person's life and researchers want to know how strong the influence of internal locus of control and external locus of control is on employee performance based on statements. or a statement that has been "popular in the community". Based on the background of the problem described, the author can formulate the problem formulation as follows: (i) How does the effect of the internal locus of control on the employees performance of PT Sarana Agro Nusantara Unit Dumai? (ii) How does the effect of external locus of control on the employees performance of PT Sarana Agro Nusantara Unit Dumai?.

2. LITERATURE REVIEW

1.1 Related Study

There are previous research , that are conducted research about Impact of LOC (LOC) and Organizational Commitment on Employee Performance- Study of Service Sector, Pakistan [2]. Finding of this research reveals that strength of correlation between Locus of control and employee performance in medium and doesn't show enough evidence, whereas employee organizational commitment and employee performance shows strong correlation and reveal evidence of correlation. Employee who possess internal LOC, belief that organizational commitment is necessary for employee performance whereas, employees who possess external LOC belief that organizational commitment does not play major role in employee performance. [1] The Effect of LOC and Organizational Culture Based on Tri Hita Karana on Supervisory Performance. The finding of this study showed that the internal LOC and organizational culture based on Tri Hita Karana positively impact on the performance of supervisory board of LPD. Meanwhile, external LOC negatively impact on the performance of supervisory board of LPD. [3] Analysis of the Effect of Internal LOC and External LOC on Job Satisfaction and Its Impact on the Performance of Education Personnel in the Faculty of Economics and Business, University of Sam Ratulangi. The results of the research include Internal LOC and External LOC which have a significant direct effect on job satisfaction either partially (individually) or simultaneously (together) on the education staff at the Faculty of Economics and Business, Sam Ratulangi University.

1.2 Literature Review

Sunyoto and Burhanudin (2015) [4], suggest that internal locus of control is where individuals believe that they control events and consequences that affect their lives. Internal Locus of control stated by Lee (1990), in Ayudiati (2010) [3] is a person's belief that there is great potential to determine one's own destiny, regardless of whether the environment will support or not support. The internal orientation of the locus of control consists of one category, namely internality, namely individuals who believe that events that occur in life that include success or failure are determined by the ability and effort done independently. The attitude of the individual is manifested by active efforts to achieve goals and take responsibility for failure. So that individuals tend to be persistent, confident, think optimistically, try hard, excel, full of

strength, and personal who are not dependent and effective. Someone with an internal tendency is very suitable for work with challenges, such as demands in innovating in the implementation of their work. Someone with an internal tendency will motivate themselves to try their best to increase their chances of success in completing their assignments. Ceacillia et al (2015), and Marge et al (2016) [1], which states that employees who have internal locus of control will have advantages in processing data and delivering information, so that will not get any difficulties in carrying out the task and have a positive contribution to the performance. Sanjiwani and Wisadha (2016), suggests three indicators of internal locus of control, namely: ability, interests, and effort [4].

Sunyoto and Burhanudin (2015) [4], said people with external locus of control are individuals who believe that their achievements are the result of circumstances beyond their control. Schermerson (2011, p. 346) [5], said that "Externals are more prone to blame others and outward forces for what happens to them." Someone with a tendency to external locus of control is an individual who has a tendency to believe that things that happen to them are caused by external factors, such as chance and luck. Someone with an external tendency will have a tendency to give modest effort in carrying out the responsibilities given by the company. This, of course, will not benefit the company or the employees themselves. Employee performance that does not increase will hinder the company in achieving its goals. Robbins and Judge (2008) [6], that people who have an internal locus of control will work better because they set goals that are more ambitious, committed, and last longer in trying achieve these objectives, and vice versa for the external locus of control. Beside that, Muslim's (2014) [1], stating that auditors who have external locus of control tend to have desire to act dishonestly or manipulate to achieve their own personal goals so that will affect its performance. External locus of control by an auditor tends to have a negative impact on performance (Rita et al: 2016) [1]. External Locus of control is a perspective in which all the results obtained are good or bad outside of their self-control caused by external factors such as luck, opportunity and destiny. External locus of control that is high enough will easily surrender and give up if at any time a difficult problem occurs. Such individuals will consider the problems that come to be a threat to them. If someone has a failure or can not solve a problem, then the individual will consider a failure as fate and make him want to run away from the problem. Sanjiwani and Wisadha (2016) [4], suggests three indicators of external locus of control, namely: fate, socio-economic, and influence of others.

Performance is the result of a process that refers and is measured over a certain period of time based on predetermined provisions or agreements [7]. Michael Armstrong (2006: 1) [7] "Performance management can be defined as a systematic process for improving organizational performance by developing the performance of individuals and teams." In this sense performance management can be defined as a systematic process to improve organizational performance by developing individual and team performance. From some of the notions of performance it can be concluded that employee performance reflects the behavior of employees in the workplace as the application of skills, abilities, and knowledge that contribute or value to organizational goals. To achieve or assess performance, there are dimensions that become benchmarks. According to John Miner (1988) [7], the benchmarks are: quality, quantity, use of time at work, and Cooperation with other people at work.

3. RESEARCH METHOD

This research is a quantitative associative research. The object of this research is the employees of PT SAN Unit Dumai starting in September 2019. Population as well as the sample characteristics in this study were all employees at PT SAN Unit in Dumai which in this case numbered 53 people.

The data collection method in this study uses a closed questionnaire with questions that have been given direction through the scale given from the smallest 1 to 5 for the largest. Data analysis method use in this research include: test of validity and reliability, classical assumption (normality, heteroscedasticity, and multicollinearity test), correlation analysis, regression analysis, determinant coefficient (R^2), partial regression test (t test), simultaneous regression test (F Test), then the conclusion making.

4. RESULT AND DISCUSSION

4.1 Characteristic of Respondent

The table below is shown the characteristic of respondent based on gender, age, placement area, and working time.

Table 1. Characteristic of Respondent

	Amount		Percentage
		Gender	
Male	49		92,5%
Female	4		7,5%
		Age	
	Total		Percentage
18-25 Year	-		0%
26-30 Year	5		9,4%
31-40 Year	10		18,9%
>40 Year	38		71,7%
		Placement Area	
Chief Employees	6		11,3%
Operations Admin	3		5,7%
Scales	2		3,8%
Generator / Boiler Operators	3		5,7%
Operations Section	18		33,9%
General Sections	9		17%
Finance Sections	4		7,5%
Technical Sections	3		5,7%
Laboratories Sections	5		9,4%
		Working Time	
<2 Years	2		3,8%
2-5 Years	11		20,7%
5-10 Years	23		43,4%
>10 Years	17		32.1%
Total	53		100%

Source: 2020th Primary Processed Data

4.2 Validity and Reliability Test

The tables below are showed the result of validity and reliability test in this research.

Table 2. Validity Test Result

Variabel	Indicator	Validity Test Result		Explanation
		r_{hitung}	r_{tabel}	
Internal LOC	Ability (X1.1)	0,81	0,27	Valid
	Interest (X1.2)	0,75	0,27	Valid
	Effort (X1.3)	0,81	0,27	Valid
External LOC	Fate (X2.1)	0,79	0,27	Valid
	Social Economy(X2.2)	0,86	0,27	Valid
	Others People Effect (X2.3)	0,74	0,27	Valid
Performance	Quality (Y.1)	0,68	0,27	Valid
	Quantity(Y.2)	0,78	0,27	Valid
	Use of Time (Y.3)	0,84	0,27	Valid
	Collaboration With Others (Y.4)	0,73	0,27	Valid

Source: 2020th Primary Processed Data

From the output data above, it can be concluded that the correlation of all statements shows $r_{count} > r_{table}$ (0.2706). This shows that all statement items of each variable are valid and deserve to be used in research. Then, the reliability result can be seen in the table below:

Tabel 3. Reliability Test Result

Variabel	Cronbach's Alpha	N of Item	Information
Internal LOC (X1)	0,704	3	Reliable
External LOC (X2)	0,706	3	Reliable
Kinerja Karyawan (Y)	0,743	4	Reliable

Source: 2020th Primary Processed Data

Based on table above, the questionnaire used in this study is reliable because the Cronbach Alpha value for all variables is greater than 0.60.

4.3 Classical Assumption Test

The result of classical assumption include normality test, heteroscedasticity test and multicollinearity test can be seen from the table below:

Table 4. Kolmogorov-Smirnov Normality Test Results

		Unstandardized Residual
N		53
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	1,35059944
Most Extreme Differences	Absolute	,184
	Positive	,184
	Negative	-,094
Kolmogorov-Smirnov Z		1,342
Asymp. Sig. (2-tailed)		,055

Source: 2020th Primary Processed Data

Based on the results of the Kolmogorov-Smirnov normality test the Kolmogorov-Smirnov Z value is 1.342 well above zero and the significance value is also above the 5% or 0.05 confidence value of 0.055. This means that the residual data in this study are normally distributed and meet normality assumptions.

Table 5. Results of Heteroskedasticity spearman's rhoTest

				Internal LOC	External LOC	Unstandardized Residual
				(X1)	(X2)	
Spearman's rho	Internal (X1)	LOC	Correlation Coefficient	1,000	-,128	,015
			Sig. (2-tailed)	.	,363	,917
			N	53	53	53
	External (X2)	LOC	Correlation Coefficient	-,128	1,000	-,006
			Sig. (2-tailed)	,363	.	,964
			N	53	53	53
Unstandardized Residual		Correlation Coefficient	,015	-,006	1,000	
		Sig. (2-tailed)	,917	,964	.	
		N	53	53	53	

Source: 2020th Primary Processed Data

Based on the heteroscedasticity test using the Spearman's Test above, there is no heteroscedasticity in the research data. Can be seen in table 4.18 above that the value of Sig.

(2-tailed) Internal LOC variable is $0.917 > 0.05$ and Sig. (2-tailed) External LOC is $0.964 > 0.05$. In accordance with the provisions above, that if the value of Sig. (2-tailed) > 0.05 then the regression model does not occur heteroscedasticity problems.

Tabel 6. Coefficients Results

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
(Constant)		12,138	2,918		4,160	,000		
Internal LOC (X1)		,460	,176	,349	2,604	,012	,970	1,031
External LOC (X2)		-,055	,137	-,054	-,400	,691	,970	1,031

Source: 2020th Primary Processed Data

Based on table above, it appears that the two independent variables namely Internal LOC and External LOC have a tolerance value with a value of 0.970 greater than 0.10 and a VIF value of 1.031 smaller than 10. This means the regression equation model has no symptoms multicollinearity among the independent variables in this study.

4.4 Regression Analysis

The result of regression analysis include multiple regression analysis, R Square, t test and F test can be seen from the table below:

Tabel 7 .Result of Multiple Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	12,138	2,918			4,160	,000
	Internal LOC (X1)	,460	,176	,349		2,604	,012
	External LOC (X2)	-,055	,137	-,054		-,400	,691

Source: 2020th Primary Processed Data

Based on the table above we get the multiple regression equation as follows:

$$Y = 12,138 + 0,460 X_1 - 0,055 X_2 \quad (1)$$

The regression equation presented in the above table has the following meanings:

1. Constants = 12,138

The constant value of the equation above is 12,138. This figure shows that if X₁ (Internal LOC) and X₂ (External LOC) is 0, then Employee Performance has a value of 12,138

2. Internal LOC Coefficient = 0,460

If the Internal LOC variable increases by 1 (one) point, while the External LOC is considered permanent, it will cause an increase in employee performance by 0,460.

3. External LOC Coefficient = -0,055

If the External LOC variable increases by 1 (one) point, while the Internal LOC is considered permanent, it will cause a decrease in employee performance by 0,055.

Table 8. R Square Output Results

No.	Partial and simultaneous influence	R Score	Determination Coefficient Value (R square)
1.	The influence of internal LOC on employee performance	0,358	12,8%

2.	The influence of external LOC on employee performance	-0,114	1,2%
3.	The influence of internal LOC and external LOC on employee performance	0,362	13,1%

Source: 2020th Primary Processed Data

Based on the results of table, The coefficient of determination or R Square for internal LOC is 12.8%. This figure implies that the internal LOC variable partially influences the employee performance variable by 12.8%. The coefficient of determination or R Square for external LOC is 1.2%. This figure implies that the external LOC variable partially influences the employee performance variable by 1.2%. The coefficient of determination or R Square For both internal LOC and external LOC is 13.1%. This figure implies that the internal LOC and external LOC variables simultaneously affect the employee performance variable by 13.1%. While the remaining 86.9% is influenced by other variables outside the regression equation or variables not examined.

Tabel 9. Result of t Test

N	Variabel	t _{count}	Signifikan	t _{tabel} (Nuryadi, dkk: 2017)	α = 0,05 (satu sisi)	Dependent Variabel
53	Internal LOC	2,604	0,012	2,00856	0,05	Employee Performance
53	External LOC	-0,400	0,691	2,00856	0,05	Employee Performance

Source: 2020th Primary Processed Data

Based on the table above, the results of the t test (partial) for the Internal LOC variable, the results obtained are $t_{count} > t_{table}$ with a value of $2.604 > 2.00856$ with a significance value of $0.012 < \alpha = 0.05$. Thus it can be concluded that the Internal LOC coefficient partially influences the performance of employees of PT SAN Unit Dumai. The results of this study are in line with research with the title "Analysis of the Effect of Internal Locus of Control and External Locus of Control on Job Satisfaction and Its Impact on the Performance of Educational Personnel in the Faculty of Economics and Business at Sam Ratulangi University" [3], and research with the title "Effect of Locus of Control on Employee Performance of Bank Syariah Mandiri KC Padang" [8]. The results of the study stated that the Internal Locus of Control had a positive and significant effect on performance mediated in relation to job satisfaction. Then the first findings of this study are also in line with research conducted by which states that the Internal Locus of Control significantly influences employee performance. But this result contra to research conducted by Juliantari et al (2020), with the title "Effect of Professionalism, Organizational Commitment, Internal Locus of Control, and External Locus of Control on Auditor Performance in Public Accountants in Bali" which states that there is no influence of the Internal locus of control on auditor performance. Thus, if the employee's Internal Locus of Control is high, it will improve employee performance. Vice versa, if the Internal Locus of Control experienced by employees is low, it will trigger a decline in employee performance. This is consistent with Ceacillia et al (2015), and Marge et al (2016) [1], which states that employees who have internal locus of control will have advantages in processing data and delivering information, so that will not get any difficulties in carrying out the task and have a positive contribution to the performance. The results of research on PT Sarana Agro Nusantara Dumai Unit employees have a high level of Locus of Control that triggers employees to work well. Explanations that can be given from the results of this analysis are employees who have Internal Locus of Control (those who control the results in their lives based on ability, interest and effort) will show better performance in situations that allow greater control of the individual so that if possible they make mistakes while working, they will be quick to deal with and correct mistakes made well and seriously

And then, the results of the t test (partial) for the External LOC variable, the results obtained are $t_{count} < t_{table}$ with a value of -0.400 with a significance value of $0.691 > \alpha = 0.05$ which is worth. Thus it can be concluded that the coefficient of External LOC partially does not affect the performance of employees of PT SAN Unit Dumai. The results of this study are in line with research with the title “The Effect of Locus of Control and Organizational Culture Based on Tri Hita Karana on Supervisory Performance” [1]. This Study states that External Locus of Control has a negative effect on employee performance. There is research that contradicts the research with the title "Analysis of the Influence of Internal Locus of Control and External Locus of Control on Job Satisfaction and Its Impact on the Performance of Educational Personnel in the Faculty of Economics and Business, University of Sam Ratulangi" [3], research with the title "Effect of Locus of Control on Employee Performance of Bank Syariah Mandiri KC Padang" [8], and with the title “ Effect of Professionalism, Organizational Commitment, Internal Locus of Control, and External Locus of Control on Auditor Performance in Public Accountants in Bali” [9], which this study states that External Locus of Control had a positive effect on employee performance. The results of this study indicate that the external locus of control is negative. This means that the replacement of the company's external locus of control is high, it will reduce the level of performance. Although, if the employee's external locus of control is low, its performance will improve. Based on observations in the field of employees of PT Sarana Agro Nusantara Unit Dumai, it can be seen that each employee has their respective roles. Make a compilation of work or work, they no longer care about the environment outside or around them again (external). They focus on doing what they have to do because they are confident in their abilities and efforts (internal). Because they believe they will need them and the business they have (internal), so if they do their work by asking for help and asking for results on the (external) fate, this will lead to an increase in the company's performance itself. The explanation that can be given for the results of this analysis is that employees at PT Sarana Agro Nusantara Unit do not depend their lives on destiny and do things without being influenced by outside influences. This is in line with the opinion of Robbins and Judge (2008) [10], that people who have an internal locus of control will work better because they set goals that are more ambitious, committed, and last longer in trying achieve these objectives, and vice versa for the external locus of control. In addition, this study is also in line with Muslim’s (2014) opinion stating that auditors who have external locus of control tend to have desire to act dishonestly or manipulate to achieve their own personal goals so that will affect its performance [1]. External locus of control by an auditor tends to have a negative impact on performance (Rita et al: 2016) [1].

Table 10. Result of F Test

Model	Sum of Squares	Df	Mean Square	F _{count} (Nuryadi, dkk: 2017)	F _{tabel}	Sig.
1 Regression	14,278	2	7,139	3,763	3,18	,030 ^b
Residual	94,854	50	1,897			
Total	109,132	52				

Source: 2020th Primary Processed Data

Based on table 4.24 above, the $F_{count} (3.763) > F_{table} (3.18)$ with a significance level of $0.030 < \alpha = 0.05$. Because the significant probability is smaller than 0.05, so this result shows that there is an influence of Internal LOC and External LOC on Employee Performance jointly or simultaneously. This is in line with research with the title "Improving Employee Performance through Internal Locus of Control and External Locus of Control Perception in PT XYZ (A Study on Motorcycle Dealers in Jakarta)" [5], research with the title "Analysis of the Effect of

Internal Locus of Control and External Locus of Control on Job Satisfaction and Its Impact on the Performance of Educational Personnel in the Faculty of Economics and Business at Sam Ratulangi University" [3], and research with title "Effect of Locus of Control on Employee Performance of Bank Syariah Mandiri KC Padang" [8], which states that the Internal Locus of Control and External Locus of Control have a significant simultaneous effect on employee performance. Even though one of the independent variables has no effect (External Locus of Control), but if the two variables are tested together, they still provide simultaneous impact on employee performance. Considering competition in the era of globalization and the business world is increasingly developing along with the times, the development of Human Resources also really needs to be developed. Seeing the result of this research, It is hoped that the company can use this research as a reference in developing its resources, the company can provide motivation to individuals as an encouragement from within employees so that employees act in accordance with company goals and increase confidence in themselves in carry out their duties. Kemudian penelitian ini, juga diharapkan dapat menjadi pertimbangan dalam determine and improve employee performance at PT SAN Unit Dumai to achieve goals, progress, and development of resources as well as the company.

4.5 Limitation of the Study

This research is inseparable from the limitations that require development of further research. The limitations of this study are as follows:

1. This research is a case study so that the research results obtained only apply to PT Sarana Agro Nusantara Unit Dumai. Then the number of employees at PT Sarana Agro Nusantara Unit Dumai is relatively small considering that PT Sarana Agro Nusantara is a branch company. So this research cannot be used as a complete reflection for other companies that in greater scope.
2. This study only measures the effect of the Internal Locus of Control and External Locus of Control variables on performance. While there are many other variables that can be used as benchmarks to see the level of employee performance that is not examined in this study so that the results of this study cannot really describe the performance of employees at PT Sarana Agro Nusantara Unit Dumai or in other companies.
3. The results of this study are not perfect, due to the limitations of researchers in terms of time and knowledge. Then, the question items used in the questionnaire used to measure the variables in this study are very few in number, causing the results of this study to be far from expected.

5. CONCLUSION AND SUGGESTION

The conclusions take based on the discussion above are 1. Internal Locus of Control partially has a positive and significant effect on employee performance with the magnitude of the influence of the Internal locus of Control on the performance of employees of PT Sarana Agro Nusantara Unit Dumai in accordance with the coefficient of determination is 12.8%, 2. External Locus of Control has no partial effect on employee performance, with magnitude of the influence of the External locus of Control on the performance of employees of PT Sarana Agro Nusantara Unit Dumai in accordance with the coefficient of determination is 1.2%. 3. Internal Locus of Control and External Locus of Control simultaneously has a positive and significant effect on employee performance with magnitude of the influence of the Internal locus of Cotrol and External locus of Cotrol on the performance of employees of PT Sarana Agro Nusantara Unit Dumai according to the coefficient of determination or R Square is 13.1% while the remaining 86.9% is influenced by other independent variables outsid Internal Locus of Control and External Locus of Control.

Then, there are several suggestion that can be given, there are 1. Human Resources also really needs to be developed. Seeing that the Internal Locus of Control affects the Employee

Performance of PT SAN Unit Dumai, then in developing its resources, the company can provide motivation to individuals as an encouragement from within employees so that employees act in accordance with company goals and increase confidence in themselves in carry out their duties. Preferably, the leadership of the company can use the results of this study in determining and improving the performance of employees at PT SAN Unit Dumai to achieve goals, progress, and development of resources as well as the company, 2. For further research is expected to be able to use the actual indicators and the other variable variations that occur in the field to find out measurably, 3. For further researchers who want to take this title as research, it is hoped to add the total of the question items because the question items used in this study are very few.

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