

THE INFLUENCE OF INTERNAL LOCUS OF CONTROL, EXTERNAL LOCUS OF CONTROL, AND COMPENSATION ON EMPLOYEE PERFORMANCE AT PT KEDAUNG SATRYA MOTOR IN SURABAYA

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Abstract

This study aims to analyze the influence of Internal Locus Of Control, External Locus Of Control, and Compensation on Employee Performance at PT. Kedaung Satrya Motor in Surabaya. The type of research used is quantitative research with an associative approach. The population in this study consists of all employees of PT. Kedaung Satrya Motor in Surabaya, totaling 80 employees, and the entire population was used as the research sample through a census sampling technique. Data collection was conducted through the distribution of questionnaires using a Likert scale, supported by observation and documentation. The data analysis techniques included data quality testing, classical assumption testing, multiple linear regression analysis, partial testing, simultaneous testing, and coefficient of determination testing using SPSS software. The results of the study indicate that Internal Locus Of Control, External Locus Of Control, and Compensation partially have a significant effect on Employee Performance, and simultaneously all three variables have a significant effect on Employee Performance, with Compensation being the most dominant variable.

Keywords: Compensation, Employee Performance, External Locus Of Control, Internal Locus Of Control

INTRODUCTION

In the current era of global competition, every company, including those operating in the automotive sector such as PT Kedaung Satrya Motor, faces the challenge of continuously improving performance in order to maintain a high level of competitiveness. As an authorized Mercedes-Benz dealer in Surabaya, PT Kedaung Satrya Motor is required not only to preserve its reputation as a provider of luxury vehicles but also to enhance operational efficiency and service quality in order to remain relevant in an increasingly competitive market. One of the key approaches to achieving this objective is through improving employee performance, which represents a critical organizational asset. High employee performance directly affects customer satisfaction, sales performance, and corporate reputation. Therefore, it is essential for the company to understand and manage the various factors that influence employee performance.

One of the factors that influences employee performance is internal locus of control. According to Jamal et al. (2024), internal locus of control refers to an individual's belief that they have control over events occurring in their lives, including the outcomes of their work. Employees with a strong internal locus of control tend to perceive success and failure as the result of their own efforts and decisions rather than external factors such as luck or fate. At PT Kedaung Satrya Motor, employees who possess a high level of internal locus of control are generally more proactive, responsible, and motivated to achieve performance targets. They believe that their efforts directly affect work outcomes, which encourages them to improve service quality and productivity. Empirical studies by Wardani et al. (2024), Wijaya and Puspita (2024), Setyorini et al. (2024), and Jamal et al. (2024) indicate that internal locus of control has a positive effect on employee performance, as reflected in service quality, customer satisfaction, and the achievement of sales targets. Another factor that affects employee performance is external locus of control. Setyorini et al. (2024) define external locus of control as the belief that work outcomes and life events are largely influenced by external factors such as luck, destiny, or the actions of others. Employees with an external locus of control tend to perceive limited personal control over work outcomes, which may reduce their motivation and effort when facing challenges. At PT Kedaung Satrya Motor, employees with a dominant external locus of control are less

likely to take full responsibility for assigned tasks and are more inclined to attribute unsuccessful outcomes to external conditions such as market fluctuations or company policies. Studies by Jamal et al. (2024) and Setyorini et al. (2024) demonstrate that external locus of control has a negative effect on employee performance, as employees with this orientation tend to show lower initiative and a greater tendency to avoid responsibility. In addition to psychological factors such as locus of control, compensation also plays a significant role in influencing employee performance. Dananjaya et al. (2025) define compensation as all forms of rewards provided by an organization in return for employees' contributions, including salaries, allowances, incentives, and other benefits. At PT Kedaung Satrya Motor, compensation is not limited to basic salary but also includes various benefits and facilities designed to maintain employee motivation and well-being. Previous studies by Aprilia and Effendi (2024) and Dananjaya et al. (2025) indicate that fair and adequate compensation has a positive effect on employee performance, as employees who feel valued and satisfied with their compensation are more motivated to enhance their performance. This study is important because it provides deeper insights into how psychological factors and compensation influence employee performance at PT Kedaung Satrya Motor. By understanding the effects of internal locus of control, external locus of control, and compensation, the company can design more effective strategies to enhance employee motivation and performance. Moreover, this research contributes to the development of a more productive work environment, which ultimately supports the company's competitiveness and long-term success in the increasingly competitive automotive market..

LITERATURE REVIEW

Employee Performance

Employee performance refers to the measure of the quality of work outcomes achieved by employees in carrying out their duties and responsibilities over a certain period, in accordance with the standards established by the company (Wijaya & Puspita, 2024). Performance is not solely focused on final results but also emphasizes the work processes undertaken to achieve desired objectives. Good performance indicates that an employee is able to perform their job in line with organizational expectations, contribute to the achievement of organizational goals, and generate a positive impact on the company.

Internal Locus of Control

Internal locus of control is a psychological concept that refers to an individual's belief in their own ability to control events occurring in their life and to accept responsibility for the consequences of the actions they take (Setyowati, as cited in Jamal et al., 2024). This concept is consistent with personal control theory, which suggests that individuals tend to be more motivated to achieve goals and perform tasks effectively when they believe that their efforts have a direct impact on the outcomes they attain (Ryan & Deci, as cited in Setyorini et al., 2024).

External Locus of Control

External locus of control is a psychological concept that refers to an individual's tendency to perceive that events in their life are primarily determined by external factors, such as luck or fate, rather than by their own actions or decisions (Lefcourt, as cited in Setyorini et al., 2024). Lee et al., as cited in Jamal et al. (2024), further explain that individuals with an external locus of control tend to attribute the outcomes of their efforts to external factors such as luck, opportunity, or destiny.

Compensation

Compensation refers to all forms of income received by employees from an organization as a reward for the services they have rendered. Compensation may take the form of goods, either directly or indirectly, as well as monetary rewards provided as recognition of employees' contributions in supporting the company's operations (Hasibuan, 2021). According to Sedarmayanti, as cited in Aprilia and Effendi (2024), compensation encompasses everything that employees receive as remuneration for their contributions to the organization.

METHOD

This study examines employee performance at PT Kedaung Satrya Motor, an authorized Mercedes-Benz dealer in Surabaya, by analyzing the effects of internal locus of control, external locus of control, and compensation. Using a quantitative approach, the research covers the entire population of 80 employees through a census sampling technique to ensure comprehensive representation. Internal locus of control reflects employees' beliefs in personal control over work outcomes, while external locus of control captures reliance on external factors such as luck or fate. Compensation, encompassing direct and indirect rewards, is included to assess its motivational role. Employee

performance is measured through indicators of quality, quantity, timeliness, initiative, and problem-solving ability. Primary data were collected using a structured questionnaire with a five-point Likert scale, supported by observations and company documentation. Data analysis was conducted using SPSS and included data quality tests (validity and reliability) and multiple linear regression analysis. Hypotheses were tested using partial (t-test) and simultaneous (F-test) procedures, while the coefficient of determination (R^2) was employed to assess the explanatory power of the model. This analytical framework ensures robust and unbiased estimation of the effects of psychological factors and compensation on employee performance.

RESULTS AND DISCUSSION

Validity Test Result

The validity test in this study aims to assess whether each questionnaire item accurately measures the variables of internal locus of control, external locus of control, compensation, and employee performance. Validity was tested using Pearson product moment correlation by comparing r-count and r-table values at a 0.05 significance level, where items are considered valid if r-count exceeds r-table. The results of the validity test in this study are presented as follows:

Table 1. Validity Test Results

No	Variable	r-count	r-table	Result
1	Internal Locus of Control Item 1	0,748	0,220	Valid
2	Internal Locus of Control Item 2	0,663	0,220	Valid
3	Internal Locus of Control Item 3	0,614	0,220	Valid
4	Internal Locus of Control Item 4	0,743	0,220	Valid
5	External Locus of Control Item 1	0,658	0,220	Valid
6	External Locus of Control Item 2	0,608	0,220	Valid
7	External Locus of Control Item 3	0,614	0,220	Valid
8	External Locus of Control Item 4	0,701	0,220	Valid
9	Compensation Item 1	0,656	0,220	Valid
10	Compensation Item 2	0,709	0,220	Valid
11	Compensation Item 3	0,674	0,220	Valid
12	Compensation Item 4	0,563	0,220	Valid
13	Employee Performance Item 1	0,719	0,220	Valid
14	Employee Performance Item 2	0,610	0,220	Valid
15	Employee Performance Item 3	0,537	0,220	Valid
16	Employee Performance Item 4	0,580	0,220	Valid
17	Employee Performance Item 5	0,703	0,220	Valid

The results of the validity test indicate that all 17 questionnaire items have r-count values greater than the r-table value of 0.220. Therefore, all statement items are declared valid. This finding demonstrates that each questionnaire item is capable of accurately measuring the variables of internal locus of control, external locus of control, compensation, and employee performance in accordance with the established indicators.

Reliability Test Results

The reliability test in this study aims to assess the consistency of the questionnaire in measuring internal locus of control, external locus of control, compensation, and employee performance. Reliability was evaluated using Cronbach's Alpha, with the instrument considered reliable if the Alpha value is equal to or greater than 0.70. The results of the reliability test are presented as follows:

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
.863	17

The results of the reliability test indicate that the Cronbach's Alpha value is 0.863. Therefore, the research instrument is considered reliable, as it meets the criterion of a Cronbach's Alpha value greater than 0.70. This result

demonstrates that all questionnaire items have good internal consistency in measuring the variables of internal locus of control, external locus of control, compensation, and employee performance.

Results of Multiple Linear Regression Analysis

In this study, multiple linear regression analysis was used to examine the extent to which internal locus of control (X_1), external locus of control (X_2), and compensation (X_3) influence employee performance (Y). The results of the multiple linear regression analysis are presented as follows:

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.245	1.498		3.501	.001
Internal Locus of Control	.273	.102	.238	2.674	.009
External Locus of Control	.215	.099	.173	2.185	.032
Compensation	.631	.099	.546	6.377	.000

Based on the table above, the multiple linear regression equation obtained in this study is as follows:

$$Y = 5,245 + 0,273X_1 + 0,215X_2 + 0,631X_3$$

Y = Employee performance

X_1 = Internal locus of control

X_2 = External locus of control

X_3 = Compensation

The interpretation of the regression equation can be explained as follows:

1. The constant value of 5.245 indicates that when internal locus of control, external locus of control, and compensation are equal to zero or remain unchanged, employee performance has a value of 5.245.
2. The regression coefficient for internal locus of control (X_1) is 0.273 and positive, indicating that a one-unit increase in internal locus of control will lead to an increase in employee performance of 0.273 units, assuming that external locus of control and compensation remain constant. Conversely, a decrease in internal locus of control will result in a decrease in employee performance by the same magnitude.
3. The regression coefficient for external locus of control (X_2) is 0.215 and positive, meaning that a one-unit increase in external locus of control will increase employee performance by 0.215 units, assuming that internal locus of control and compensation remain constant. Conversely, a decrease in external locus of control will lead to a decrease in employee performance by 0.215 units.
4. The regression coefficient for compensation (X_3) is 0.631 and positive, indicating that a one-unit increase in compensation will result in an increase in employee performance of 0.631 units, assuming that internal locus of control and external locus of control remain constant. Conversely, a decrease in compensation will lead to a decrease in employee performance by 0.631 units.

Results of the Partial Test

The partial test, or t-test, is used to examine the effect of each independent variable (X_1 = internal locus of control, X_2 = external locus of control, X_3 = compensation) on the dependent variable (Y = employee performance) separately. The purpose of the partial test in this study is to determine whether each independent variable has a statistically significant individual effect on employee performance at PT. Kedaung Satrya Motor. Based on Table 3, the decisions of the partial test results in this study are as follows:

1. The internal locus of control variable has a significance value of 0.009, which is lower than the significance level of 0.05. This result indicates that internal locus of control has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya.
2. The external locus of control variable has a significance value of 0.032, which is lower than 0.05. This finding demonstrates that external locus of control has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya.

3. The compensation variable has a significance value of 0.000, which is lower than 0.05. This result indicates that compensation has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya. In addition, compensation has the highest standardized coefficient (Beta) value of 0.546 compared to the other independent variables, indicating that compensation is the most dominant factor influencing employee performance.

Results of the Simultaneous Test

The purpose of the simultaneous test in this study is to examine whether internal locus of control, external locus of control, and compensation simultaneously have a significant effect on employee performance at PT. Kedaung Satrya Motor. The results of the simultaneous test in this study are presented as follows:

Table 4. Results of the Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	133.390	3	44.463	59.745	.000 ^b
Residual	56.560	76	.744		
Total	189.950	79			

The results of the simultaneous test indicate that the significance value is 0.000, which is lower than the significance level of 0.05. Therefore, the alternative hypothesis (H_1) is accepted and the null hypothesis (H_0) is rejected. This finding demonstrates that internal locus of control, external locus of control, and compensation jointly have a significant effect on employee performance at PT. Kedaung Satrya Motor in Surabaya.

Results of the Coefficient of Determination Test

The coefficient of determination (R^2) is used to measure the extent to which a regression model explains the variation in the dependent variable. The value of R^2 ranges from 0 to 1, where values closer to 1 indicate a stronger ability of the model to explain the dependent variable. The purpose of the coefficient of determination test in this study is to determine the extent to which internal locus of control, external locus of control, and compensation contribute to explaining variations in employee performance. The results of the coefficient of determination test in this study are presented as follows:

Table 5. Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.838 ^a	.702	.690	.86268

The results of the coefficient of determination test indicate that the R Square value is 0.702, which is equivalent to 70.2%. This means that 70.2% of the variation in employee performance at PT. Kedaung Satrya Motor in Surabaya can be explained by internal locus of control, external locus of control, and compensation. Meanwhile, the remaining 29.8% of the variation in employee performance is influenced by other variables not included in the regression model. This indicates that there are additional factors outside the scope of this study that also affect employee performance beyond the three variables examined.

DISCUSSION

The Effect of Internal Locus of Control on Employee Performance

The results of the partial test indicate that the internal locus of control variable has a significance value of 0.009, which is lower than the significance level of 0.05. This result demonstrates that internal locus of control has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya. Accordingly, changes in the level of employees' internal locus of control have a strong influence on changes in the employee performance achieved. From a theoretical perspective, internal locus of control is defined as an individual's belief that success and failure experienced in the workplace are the result of one's own efforts, abilities, and decisions (Jamal et al., 2024). Employees with a high level of internal locus of control tend to possess a strong sense of responsibility for assigned tasks, confidence in their own abilities, and an active willingness to achieve optimal work outcomes. These characteristics encourage employees to work more disciplinefully, carefully, and with a strong orientation toward

achieving performance targets. This condition is consistent with the actual situation at PT. Kedaung Satrya Motor in Surabaya, where employees who believe that work outcomes are determined by personal effort tend to demonstrate better performance. Employees with a high internal locus of control are more proactive in serving customers, show greater initiative in resolving work-related problems, and strive to maintain service quality in accordance with the company's standards as an authorized premium vehicle dealer. This attitude contributes to improvements in work quality, task completion timeliness, and active involvement in the company's operational activities. Based on the results of the multiple linear regression analysis, the regression coefficient for internal locus of control is positive at 0.273. This value indicates that any increase in internal locus of control will be followed by an increase in employee performance, assuming other variables remain constant. This positive relationship reflects that the stronger employees' belief in personal control over work outcomes, the higher the level of performance demonstrated in carrying out daily tasks at PT. Kedaung Satrya Motor.

The Effect of External Locus of Control on Employee Performance

The results of the partial test indicate that the external locus of control variable has a significance value of 0.032, which is lower than the significance level of 0.05. This finding demonstrates that external locus of control has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya. Accordingly, the level of external locus of control possessed by employees is associated with changes in the level of employee performance achieved. Conceptually, external locus of control is defined as an individual's belief that work outcomes and life events are largely influenced by factors outside the individual, such as luck, fate, or the intervention of others (Setyorini et al., 2024). Individuals with a high level of external locus of control tend to perceive that personal effort does not fully determine work outcomes, which may lead to lower levels of responsibility and initiative compared to individuals with a strong internal control orientation.

This condition can be observed in work activities at PT. Kedaung Satrya Motor in Surabaya, particularly among employees who tend to associate work achievements or failures with external factors such as market conditions, company policies, or customer behavior. Employees with characteristics of external locus of control are relatively less motivated to engage in self-evaluation and independent performance improvement, resulting in less optimal work quality, service initiative, and responsiveness in addressing work-related problems. This situation may lead to lower performance outcomes compared to employees who possess a strong belief in personal control. However, the results of the multiple linear regression analysis indicate that the regression coefficient for external locus of control is positive at 0.215. This value suggests that an increase in external locus of control is followed by an increase in employee performance. This condition can be explained in the organizational context, where employees who are aware of the influence of external factors such as company policies, market dynamics, and customer characteristics are encouraged to adjust their work approaches, exercise greater caution, and adhere more closely to established operational procedures. Awareness of these external factors motivates employees to work in a more structured and adaptive manner, thereby contributing to improvements in work quality and performance outcomes in accordance with the standards of PT. Kedaung Satrya Motor in Surabaya.

The Effect of Compensation on Employee Performance

The results of the partial test indicate that the compensation variable has a significance value of 0.000, which is lower than the significance level of 0.05. This finding demonstrates that compensation has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya. Accordingly, changes in the level of compensation received by employees are directly associated with changes in the level of employee performance achieved. Conceptually, compensation is defined as all forms of rewards provided by an organization to employees in return for their contributions, including direct payments such as salaries and incentives, as well as indirect payments such as allowances and work-related benefits (Dananjaya et al., 2025). Compensation is considered a key factor influencing employee motivation, as employees tend to evaluate the extent to which the organization values their roles and contributions through the reward system implemented.

This condition is consistent with the actual situation at PT. Kedaung Satrya Motor in Surabaya, where employees who are satisfied with their salaries, benefits, and incentives tend to demonstrate better performance. As an authorized dealer of premium vehicles, the company demands high standards of service quality, work accuracy, and responsibility from its employees. Compensation that is perceived as fair and commensurate with job demands encourages employees to work more discipline fully, enhance service quality for customers, and strive to achieve sales and service targets established by the company.

Based on the results of the multiple linear regression analysis, the regression coefficient for compensation is positive at 0.631. This value indicates that any increase in compensation will be followed by an increase in employee performance, assuming other variables remain constant. In addition, compensation has the highest standardized coefficient (Beta) value of 0.546 compared to the other independent variables, indicating that compensation is the most dominant factor influencing employee performance at PT. Kedaung Satrya Motor in Surabaya. This finding reflects that the company's reward system plays a crucial role in motivating employees to perform optimally.

The Effect of Internal Locus of Control, External Locus of Control, and Compensation on Employee Performance

The results of the simultaneous test indicate that the significance value is 0.000, which is lower than the significance level of 0.05. This finding demonstrates that internal locus of control, external locus of control, and compensation simultaneously have a significant effect on employee performance at PT. Kedaung Satrya Motor in Surabaya. Accordingly, these three independent variables jointly play an important role in influencing the level of employee performance achieved by the company. From a theoretical perspective, employee performance is influenced by a combination of psychological and organizational factors. Internal locus of control encourages employees to feel responsible for the outcomes of their work, external locus of control shapes employees' perceptions of the influence of external factors in the workplace, while compensation functions as a form of reward for the contributions made by employees to the organization. The interaction between these psychological factors and the reward system shapes employees' work behavior in carrying out their daily tasks and responsibilities.

This condition is consistent with the actual situation at PT. Kedaung Satrya Motor in Surabaya, where employee performance is not determined by a single factor but by a combination of individuals' beliefs in personal control, their perceptions of external influences, and their satisfaction with the compensation provided by the company. Employees who possess strong self-belief, have a balanced understanding of external factors, and feel valued through the compensation system implemented by the organization tend to demonstrate higher work quality, greater discipline, and stronger orientation toward achieving company targets. The results of the coefficient of determination test show that the R Square value is 0.702, which is equivalent to 70.2%. This indicates that 70.2% of the variation in employee performance at PT. Kedaung Satrya Motor in Surabaya can be explained by internal locus of control, external locus of control, and compensation. Meanwhile, the remaining 29.8% of the variation in employee performance is influenced by other variables not included in this research model, such as leadership, work environment, organizational culture, and other individual characteristics. The coefficient of determination value indicates that the research model has strong explanatory power in explaining changes in employee performance based on the three independent variables examined.

CONCLUSION

Based on the results of the analysis and discussion conducted, the conclusions of this study can be presented as follows:

1. Internal locus of control has been proven to have a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya. The regression coefficient of this variable shows a positive direction, indicating that an increase in internal locus of control is followed by an increase in employee performance. This finding is consistent with the actual condition within the company, where employees who believe that work outcomes are determined by personal effort and ability tend to work more responsibly, discipline fully, and with a strong orientation toward achieving performance targets, particularly in delivering services to premium vehicle customers.
2. **External locus of control** has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya. The positive regression coefficient indicates that an increase in external locus of control is associated with an increase in employee performance. This condition can be observed in practice, where employees who are aware of the influence of external factors such as company policies, market conditions, and customer characteristics are encouraged to adjust their work approaches, exercise greater caution, and adhere to established operational procedures. Awareness of these external factors promotes more structured and adaptive work behavior, thereby improving work quality and performance outcomes in accordance with the company's standards.
3. Compensation has a significant partial effect on employee performance at PT. Kedaung Satrya Motor in Surabaya and represents the most dominant variable among those examined. The positive regression coefficient indicates that an increase in compensation is followed by an increase in employee performance. In

practice, employees who perceive their salaries, allowances, and incentives as commensurate with their workload and responsibilities tend to exhibit higher work motivation, provide better service quality, and strive to meet the company's performance standards as an authorized dealer of premium vehicles.

4. Internal locus of control, external locus of control, and compensation simultaneously affect employee performance at PT. Kedaung Satrya Motor in Surabaya. The coefficient of determination results indicate that the majority of the variation in employee performance can be explained by these three variables, while the remaining variation is influenced by other factors outside the research model. This finding suggests that employee performance at PT. Kedaung Satrya Motor is not determined by a single factor, but rather by a combination of employees' psychological characteristics and the compensation system implemented by the company.

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