

Locus of Control and Job Satisfaction with Work Life Balance as Mediation

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ABSTRACT

This study aims to determine the effect of locus of control on job satisfaction mediated by work life balance. This research is an explanatory research that uses quantitative techniques to test hypotheses empirically. The population in this study were all Civil Servants (PNS) who were staff at the Riau DPRD Secretariat, totaling 188 employees. The number of samples in this study were taken using purposive sampling. So that the number of samples in this study were 188 employees. Data collection techniques using a questionnaire. The hypothesis in this study was tested using SEM-PLS analysis through the SmartPLS version 3.0 software. The results of the study show that the External Locus of Control has a positive effect on job satisfaction. Internal Locus of Control has a positive effect on job satisfaction. External Locus of Control has a positive effect on Work Life Balance. Internal Locus of Control has a positive effect on Work Life Balance. Work Life Balance has a positive effect on job satisfaction. External Locus of Control has a positive effect on job satisfaction mediated by Work Life Balance. External Locus of Control has a positive effect on job satisfaction mediated by Work Life Balance.

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Introduction

The concept of Locus of Control was first put forward by Rotter in 1996 who is a social learning theorist. Locus of control can be interpreted as a person's perspective on an event whether he can or cannot control the events that happen to him. Locus of Control according to Kreitner and Kinicki (2012: 154) consists of two constructs, namely internal and external, where if someone believes that what happens is always under his control and always takes part and is responsible for every decision making, it is included in the internal Locus of Control, whereas someone who believes that events in his life are beyond his control are included in the external locus of control. Locus of Control is also defined as a person's perception of the source of his fate (Robbins, 2013:139).

Locus of Control is a concept that shows individual beliefs about events that occur in his life. This includes the belief that success or failure in carrying out various activities in his life is caused by his own control or outside control (Majzub, 2009:13). Individuals are said to have an internal locus of control because these individuals believe that all events that occur are under their own control. This means that within a person has great potential to determine the direction of his life, regardless of whether environmental factors will support it or not. Individuals like this believe they have the ability to face challenges and threats that arise from the environment and try to solve

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problems with high confidence so that conflict resolution strategies can be resolved properly.

In increasing job satisfaction, companies must implement a strategy so that employees make continuous changes every day and become quality employees. Like the Locus of Control or known as the control center shows the extent to which a person believes that he can control the factors that affect himself or influences from outside his control (Setiawan & Ghozali, 2013:66; Saifullah et al., 2022).

Locus of Control is able to increase employee job satisfaction. Locus of Control is a psychological characteristic as a trigger to increase employee job satisfaction. Setyowati (2017: 136), reveals that employees who have a high level of Locus of Control will also tend to be more easily satisfied and able to complete their work properly because of good self-control. The correct Locus of Control will make employees enthusiastic about working without feeling pressured or stressed at work, so that employees will be satisfied with the achievements they have achieved (Erdawati, 2015: 39).

Human Resources in an organization is a very important determinant for the effectiveness of running activities within the organization. A person's success and performance in a field of work is largely determined by his competence, professionalism, and also his commitment to the work he is doing. A person's performance will be influenced by the level of job satisfaction one has. One's job satisfaction is also influenced both from within and outside. For the internal side, of course one's job satisfaction will relate to his commitment to work, both professional commitment and organizational commitment. While from the external side, of course job satisfaction will be influenced by the work environment, both from superiors, subordinates and colleagues at the same level (Amilin and Dewi, 2008:13).

Job satisfaction is a critical factor to be able to maintain good quality individuals. Specific aspects related to job satisfaction are satisfaction related to salary, benefits, promotions, working conditions, supervision, organizational practices and relationships with colleagues (Sarita and Agustina, 2009:2). Robbins (2013: 40) defines job satisfaction (job satisfaction) refers to "A positive feeling about one's job which is the result of evaluating its characteristics". Job satisfaction is a person's feeling of being happy or not relative to his job which is in objective thinking and behavioral desires. Job satisfaction is the compatibility between the expectations that arise and the rewards provided by the job, so job satisfaction is also closely related to the theory of justice, agreement and motivation (Amilin and Dewi, 2008:16). The term job satisfaction refers to the general attitude of an individual towards his work. Someone with a high level of satisfaction refers to a positive attitude towards the work, someone who is dissatisfied with his job shows a negative attitude towards the job (Lomanto, 2012: 2).

Based on previous research, there are several factors that influence employee job satisfaction, namely Locus of Control and Work Life Balance (Bano, et al., 2020: 190). Locus of Control (LOC) is a person's attitude in interpreting causes or events (Ghufron and Risnawita, 2014: 151). Locus of Control is divided into two, namely Internal Locus of Control and External Locus of Control, someone with Internal LOC is someone who is responsible for certain events. The result is the direct impact of his actions. Meanwhile,

people with External LOC are those who often blame (or are grateful) for luck, disaster, fate, their circumstances, or other forces beyond their control.

Employees who have a high Internal LOC have a positive contribution to their performance because in Internal LOC, a person considers that an effort must be made if it is to succeed, in contrast to employees who have External LOC who usually do less effort, because it is external factors that control and see little relationship between effort and success. Entrepreneurs who control their activities and behavior to learn will have an impact on their performance so that they will be able to increase job satisfaction (Ghufron and Risnawita, 2014: 152).

In facing a rapidly changing environment, an agency is required to improve the effectiveness of the management control system which ensures a high level of goal alignment between individuals and organizations (Engko and Gudono, 2007:105). To achieve goal alignment, the existence of a Locus of Control also influences the achievement of goal alignment (Sarita and Agustina, 2009:2). Job satisfaction is a goal to be achieved by the organization. With the existence of a Locus of Control, organizational goals will be created so that job satisfaction will arise in the individual.

Based on research conducted by Putra et al (2017), Olonade et al (2020), shows that Locus of Control has a positive effect on job satisfaction. However, these results are different from research conducted by Padmanabhan (2021) which shows that Locus of Control has a negative effect on job satisfaction. The results are also different from research conducted by Ardyani et al (2022), Ahmad et al (2019) showing that Locus of Control has no effect on job satisfaction.

Another important factor related to job satisfaction is Work Life Balance. Work/life balance has become an interesting topic in organizational studies. Many researchers generally agree with the important role of Work Life Balance which relates to individual psychological well-being in work as a worker and overall to harmony in family life, which is an indicator of the balance between work roles and family roles (Ozbilgin et al. , 2011: 177).

Employees are required to be able to work well, but they also have a life outside of work that must be considered, such as family, social community, studies, and other commitments. Thus, many organizations are improving human resource policies and practices addressing work/life balance to help their employees cope with their life, time and pressures and increasing organizational efforts to recruit, retain, and motivate employees to be valued in a changing market. very competitive (De Cieri et al., 2005:90). Many companies now realize that the success of employees at work is through achieving targets with extraordinary performance, not only from the skills and competencies possessed by employees alone. However, what is equally important is the balance the employee has in managing his quality of life against work demands.

Work life balance (Work Life Balance) comes from effectiveness (functioning well, productive, successful) and a positive impact on work or roles in the family, employees will have a positive impact on everything that is their job responsibility if the employee is able to manage things in inside and outside of work (Direenzo, 2010:127; Maya et al., 2022; Supriadi et al., 2022). This will show a balance between employee activities at work and personal life, family, friends and when the individual is in society

Theoretical support

Goal Setting Theory

In this study, goal setting theory is a basic theory, namely a theory related to motivation and goals for achieving performance. Another understanding of goal setting theory is a concept that emphasizes employees to understand the goals of achieving their company. So as to provide direction each individual must have a commitment that is aligned with the company. Because individuals who have commitment will influence their actions and mindset, especially in the consequences of work (Affandi & Hastjarjo, 2010: 280–281). There are four mechanisms contained in the goal setting theory, namely: employees have consistent characteristics to focus on company goals, show readiness for the abilities sought, are more diligent and persistent in acting to determine performance plan strategies, and have different mindsets that become more initiative to achieve goals and improve individual performance.

Goal setting theory on Locus of Control (locus of control) as an emphasis that employees who have better self-control tend to find it easier to find alternatives to each of their work problems, this will determine the occurrence of success and setbacks caused by external and internal factors in employees. Thus, helping the company to evaluate the performance of its employees in achieving the goals set. In Work Life Balance, goal setting theory is the main factor in the harmony of employee life, because each individual has a different life outside of work, which must be considered such as family, social community, studies, and other commitments. So that it affects actions and the consequences of their performance by measuring the extent to which a person's life is aligned to show a more optimal ability to work when achieving a certain result. In the work environment, goal setting theory is a determining factor if a conducive working atmosphere is created such as a comfortable atmosphere, adequate facilities in the workplace, fostering good working relationships with superiors and co-workers, this will produce more productive employees and create synergy in achieving company targets. Whereas in employee performance, goal setting theory is the setting of results-oriented goals or targets, so that it will improve performance and achieve targets from individuals that are aligned with targets from the company (Purnamasari, 2019: 167–168).

Locus of Control

Locus of Control, namely the existence of self-control possessed by individuals in events that occur both from themselves and from outside themselves (Fadilah and Mahyuni, 2019: 87-89). Schemerhorn (2012: 172) argues that Locus of Control (locus of control) is a measurement scale of the extent to which a person believes that something that happens is within his control. However, Myers (2013: 113) states that Locus of Control is a person's perception of how control over himself is destiny. Robbins and Judge also define Locus of Control (locus of control) as the level of a person's belief in controlling his destiny (Hermawan and Kaban, 2014:32-22). According to Rotter (1996: 29) Locus of Control (locus of control) is an individual benchmark for events that occur to him whether or not he is able to control them (Fadilah and Mahyuni, 2019: 110). Meanwhile, the opinion of Kreitner and Kinicki (2012:154) Locus of Control is divided into two scales for each individual, namely external and internal. In the internal Locus of Control there is self-confidence that every problem that occurs can be controlled and responsible for the decisions chosen. While the external Locus of Control believes that all the problems that

are obtained are from outside his control. Various opinions that define the Locus of Control (locus of control) as a provision of his fate.

In his repetition, the internal Locus of Control is more focused on events that occur, whether positive or negative, stem from the consequences of individual actions and can still be controlled by themselves. While the external Locus of Control is the opposite, every incident that befalls is based on fate that each individual receives and only needs to be faced because it is not controlled alone. So, the conclusion of the Locus of Control is a concept that shows individual beliefs about the events that occur in his life. This includes the belief that success or failure in carrying out various activities in his life is caused by his own control or outside control (Marwan, 2018: 3-4).

Job satisfaction

Job satisfaction according to Mangkunegara (2011: 117) is a feeling that supports or does not support an employee related to work in the office or with other conditions. Meanwhile, according to Rivai (2009: 856) job satisfaction is an evaluation that describes employees for feelings that express pleasure or displeasure, satisfaction or dissatisfaction with what has been achieved in their work. Job satisfaction is expressed as the general attitude of employees towards their work. Employees with a high level of satisfaction reflect that a person is satisfied with his job, while employees with a low level of satisfaction reflect that the employee is not satisfied with his job (Robbins, 2013: 99). Meanwhile, according to Hasibuan (2013: 202) states that job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance of employees. Meanwhile, another opinion about job satisfaction is that job satisfaction is the positive or negative degree of one's feelings about various aspects of work tasks, workplace and relationships with fellow workers (Wibowo, 2011: 332).

Work Life Balance

Kalliath and Brough (2008: 323) stated that Work Life Balance is an individual's perception where activities in work and non-work life can go together and encourage personal growth in accordance with individual life priorities. Besides that, Work Life Balance is an individual's subjective assessment of the harmony of work and non-work activities and life in general (Brough et al., 2014: 2736). According to Delecta (2011) Work Life Balance is an individual's ability to fulfill work and family commitments, as well as other responsibilities besides work and other activities.

Schermerhorn (2012: 314), revealed that work-life balance is a person's ability to balance work demands with personal and family needs. Individuals who can balance their roles well, even though these individuals have demands of duties and responsibilities in two roles for both within the organization and outside the organization. In supporting the needs of employees, both within the organization and in terms of psychological needs, the employee must have the ability to manage the time needed in these two different roles. If the needs and demands of an employee are met, it can be said that the employee has a work-life balance. (work-life balance).

Based on the definition above, it can be concluded that there is a balance between roles at work and outside work where there is minimal conflict between roles within the organization and roles in the lives of employees. Balance is also associated with employees who are able to maintain and feel harmony in life in the work environment and

roles in the environment where they live. An employee will also achieve success in personal life and in a satisfying work life if the involvement between time and role goes well.

Research Framework

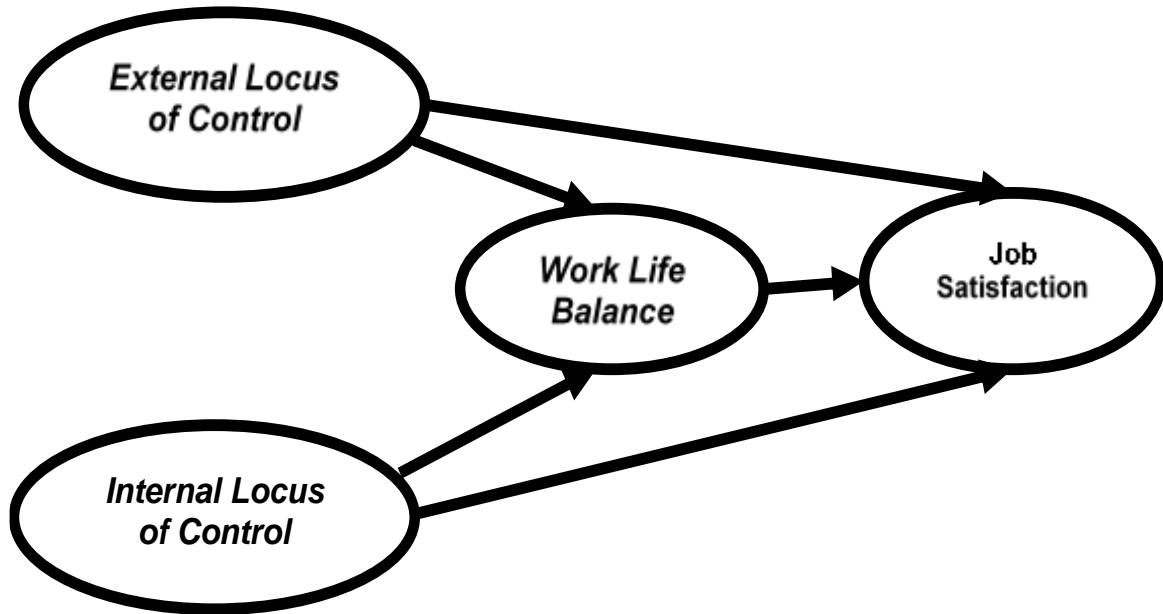


Figure 1. Research Framework.

Research method

Quantitative Method

Based on the objectives, this research is part of explanatory research that seeks to explain why an event occurs and to build, expand, elaborate or test theories (Neuman, 2014: 38). This research further aims to explain the psychological processes or mechanisms that underlie the relationship between Locus of Control and employee job satisfaction based on goal setting theory.

This research is an explanatory research that uses quantitative techniques to test hypotheses empirically. Quantitative techniques in organizational science research are a research method that is rooted in a positivist social science approach that "emphasizes discovering causal laws, careful empirical observations and value-free research" (Neuman, 2014: 38). Furthermore, based on the time dimension in collecting data, this study uses a cross-sectional technique where the data collected originates at one point in time (single point in time) or over a relatively short period of time (Johnson & Christensen, 2017: 52).

Results

Analisis SEM-PLS

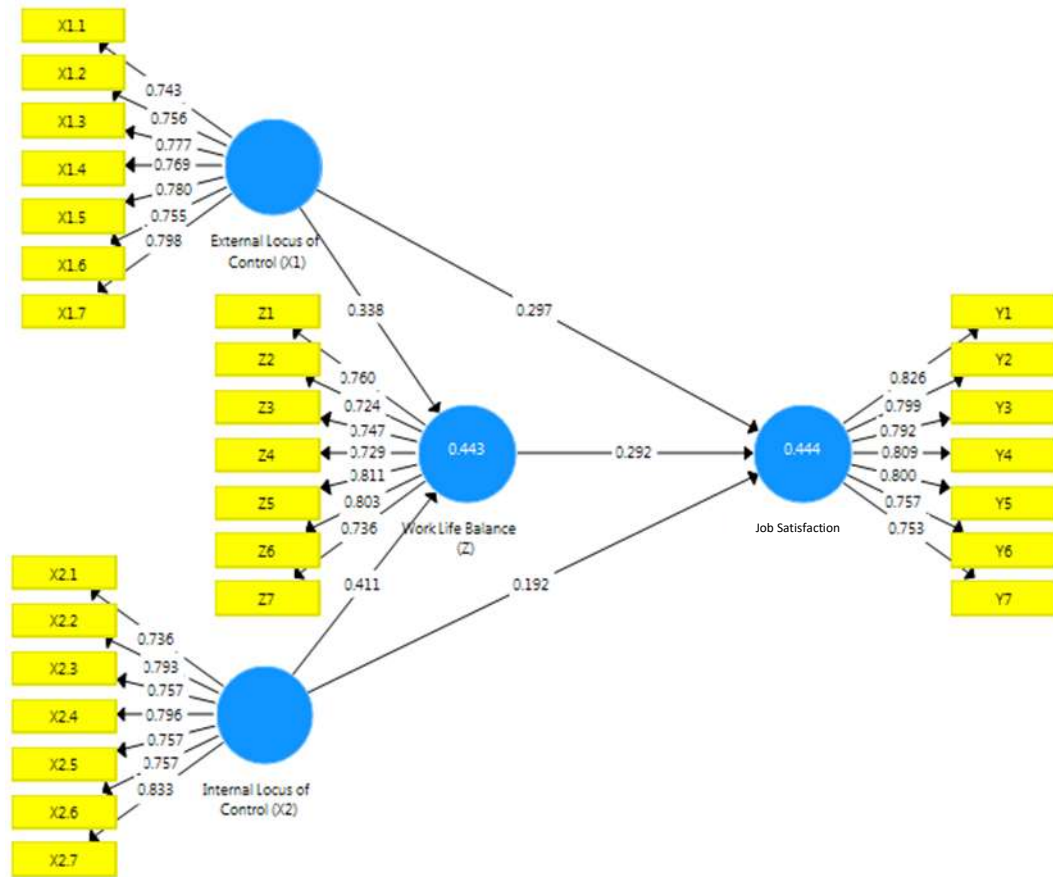


Figure 2. Path Chart.

Significance Test Results

Table 1. Significance Test Results

Hypothesis	T Statistics (O/STDEV)	P Values	Note:
External Locus of Control -> Job Satisfaction	0,297	0,000	Received
Internal Locus of Control -> Job Satisfaction	0,192	0,014	Received
External Locus of Control -> Work Life Balance	0,338	0,000	Received
Internal Locus of Control -> Work Life Balance	0,411	0,000	Received
Work Life Balance -> Job Satisfaction	0,292	0,000	Received

Notes. Data Olahan, 2023

Hypothesis 1 (H1) = External Locus of Control influences Job Satisfaction. External Locus of Control Variable on Job Satisfaction, t value 4.159 > t table 1.973, with P values 0.000 < 0.05. This shows that the External Locus of Control variable has a significant effect on Job Satisfaction.

Hypothesis 2 (H2) = Internal Locus of Control influences Job Satisfaction. Internal Locus of Control Variable on Job Satisfaction, t value 2.477 > t table 1.973, with P values 0.014

<0.05 . This shows that the Internal Locus of Control variable has a significant effect on Job Satisfaction.

Hypothesis 3 (H3) = External Locus of Control influences Work Life Balance. External Locus of Control Variable on Work Life Balance, t value $4.346 > t$ table 1.973 , with P values $0.000 < 0.05$. This shows that the External Locus of Control variable has a significant effect on Work Life Balance.

Hypothesis 4 (H24) = Internal Locus of Control influences Work Life Balance. Internal Locus of Control variable on Work Life Balance, t count value $5.578 > t$ table 1.973 , with P values $0.000 < 0.05$. This shows that the Internal Locus of Control variable has a significant effect on Work Life Balance.

Hypothesis 5 (H5) = Work Life Balance has an effect on Job Satisfaction. Variable Work Life Balance on Job Satisfaction, t value $3.781 > t$ table 1.973 , with P values $0.000 < 0.05$. This shows that the Work Life Balance variable has a significant effect on job satisfaction.

Discussions

Effect of External Locus of Control on job satisfaction

Based on the results of the study, it shows that the P-Values of External Locus of Control (0.000) < 0.05 , the External Locus of Control has a significant effect on job satisfaction.

External Locus of Control, namely the perspective in which all good or bad results are beyond their self-control caused by external factors such as luck, chance, and destiny. Individuals who fall into this category place responsibility beyond their control. The external locus of control stated by Lee in Amalini et al., (2016) is that individuals with high external locus of control will easily surrender and give up if difficult problems arise at any time. This kind of individual will perceive the problems that come as a threat to him. If a person experiences failure or is unable to solve a problem, then the individual will consider failure as fate and make him want to run away from problems.

External Locus of Control, namely the perspective in which all good or bad results are beyond their self-control caused by external factors such as luck, chance and destiny. External Locus of Control, namely high enough, will easily surrender and give up if at any time a difficult problem occurs. Such individuals will perceive problems that come as a threat to them. If a person experiences failure or is unable to solve a problem, then the individual will consider failure as fate and make him want to run away from problems. The better and more positive the external Locus of Control, the more positive the employee's job satisfaction will be (Nainggolan et al., 2018).

The Effect of Internal Locus of Control on Job Satisfaction

Based on the results of the study, it shows that the P-Values of the Internal Locus of Control (0.016) < 0.05 , the Internal Locus of Control has a significant effect on job satisfaction.

Internal Locus of Control is a perspective that all good or bad results are due to actions of capacity and factors within themselves. Internal Locus of Control as stated by Lee in Amalini et al., (2016) is a person's belief that he has a great potential for self-determination, regardless of whether his environment supports or does not support him. Individuals like this have a high work ethic, are steadfast in facing all kinds of difficulties both in life and at work. The feeling of worry in the individual is relatively small compared to their enthusiasm and courage to

oppose themselves so that people like this never want to run away from any problems at work.

Internal Locus of Control is a perspective that all good or bad results are due to actions of capacity and factors within themselves. Individuals with an internal locus of control believe they have the ability to face challenges and threats that arise from the environment and try to solve problems with high confidence so that strategies for solving work overload and inter-role conflicts are proactive. The better or positive internal Locus of Control will lead to an increase in employee satisfaction. This is because individuals with the ability to face external challenges will solve their problems with strong beliefs which will have a high and positive impact on employee performance (Nainggolan et al., 2018).

Effect of External Locus of Control on Work Life Balance

Based on the results of the study, it was shown that the P-Values of the External Locus of Control ($0.000 < 0.05$), the External Locus of Control has a significant effect on Work Life Balance.

If those with an external locus of control perceive the desired job outcome as a chance event beyond their control, they may find it difficult to accept that their efforts or the work could make a meaningful impact on the work they do. This will have an impact on the balance of life in their family. This is because they do not have confidence in their own ability to manage work matters let alone family matters (Kreitner & Kinicki, 2012).

The Effect of Internal Locus of Control on Work Life Balance

Based on the results of the study showed that the P-Values of customer bonding ($0.027 < 0.05$), then customer bonding has a significant effect on loyalty satisfaction.

Employees with an internal locus of control will struggle to change the factors that cause their job satisfaction to decrease. If they are unable to make changes and the situation can affect their lives negatively, employees will tend to leave their jobs and move to other jobs that will make them happier and not decrease their job satisfaction. According to Omukhango (2016) also states that individuals who have an internal locus of control believe that the end result of their activities is the right thing from their own capacity. Furthermore, they can increase their job satisfaction when they have used this confidence.

Effect of Work Life Balance on Job Satisfaction

Based on the results of the study, it shows that the P-Values of Work Life Balance ($0.000 < 0.05$), the Work Life Balance has a significant effect on job satisfaction.

The lack of Work Life Balance practices in the world of work is one of the triggering factors for stress. Due to the increasing number of demands at work, the stress will increase. High work demands make employees lose time to rest and relax. This can lead to stress and depression which in turn will have a negative impact on the work itself and lead to low productivity. A corporate environment that is less able to support their work, both among workers, family and between superiors and subordinates, can also spur work stress. In reducing and suppressing work stress, companies should pay attention to colleagues who support their work (Wibowo et al., 2015).

The balance of employees in working and living a quality life can also be the focus of company attention which will make employees more satisfied in carrying out each job. Companies need to pay attention to employee job satisfaction because job satisfaction has an impact on employee performance (Robbins, 2013). Satisfied employees have a positive influence on the

organization, such as increased efficiency and productivity (Kanwar et al., 2009). On the other hand, it is possible that dissatisfied employees will result in high absenteeism (Luthans, 2006).

Another opinion of Frame & Hartog (2003) suggests that Work Life Balance makes employees feel free to balance between work and other commitments such as family, hobbies, art, travel, education and so on, apart from only focusing on work. This shows that a good Work Life Balance can lead to healthy activities that will satisfy employees.

Based on research conducted by Hasan & Teng (2017), Haara et al (2018), Herlambang & Murniningsih (2019) shows that Work Life Balance has a positive effect on job satisfaction.

The effect of external Locus of Control on job satisfaction is mediated by Work Life Balance

Based on the results of the study showed that the P-Values (0.003) < 0.05 , then the external Locus of Control has a significant effect on job satisfaction mediated by the Work Life Balance.

Individuals who believe that whatever happens to them is controlled by external forces such as luck or chance, are said to be individuals who have an external locus of control. Individuals with a high external locus of control tend to surrender to what happens to them without any effort to make changes, so they tend to prefer adaptive behavior to the environment in order to survive in the existing situation. Individual external factors which include fate, luck, superior power and work environment (Robbins, 2013).

The influence of internal Locus of Control on job satisfaction is mediated by Work Life Balance

Based on the results of the study showed that the P-Values (0.002) < 0.05 , then the internal Locus of Control has a significant effect on job satisfaction mediated by the Work Life Balance.

Internal Locus of Control are individuals who believe that they are in control of whatever happens to them. Individuals with an internal locus of control have the perception that the environment can be controlled by themselves so that they are able to make changes according to their wishes. Individual internal factors which include work ability, personality, work actions related to work success, self-confidence and individual work failures are not caused by relationships with work partners (Kreitner & Kinicki, 2012).

Conclusion

The findings of this study can be used by the Secretariat of the Council to formulate solutions to problems in an effort to increase employee satisfaction through locus of control and work life balance. That in order to increase employee job satisfaction, in addition to increasing locus of control, it is necessary to strengthen work life balance. Increasing locus of control is carried out through strengthening supervision followed by providing open promotion opportunities, according to performance and competence. In improving work life balance with a focus on adjusting the amount of workload so that employees have time with their families during work holidays.

Furthermore, the existence of a sense of job satisfaction that each individual has is very important in an organization as well as employees at the Council Secretariat because if employees have a high sense of job satisfaction, it will change behavior in accordance with organizational goals, increase passion and morale, increase work discipline, improve work performance, increase employee morale, increase employee responsibility, increase productivity and efficiency, increase employee loyalty to agencies.

It can be concluded that the implications of the results of the Council Secretariat's research, namely the implementation of locus of control and work life balance will create high employee job satisfaction. This research is expected to contribute in a practical aspect, namely to provide input in the field of education, so that it can be used as a theoretical provision that can be implied in real life.

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