

The Effect of Locus of Control on Employees' Job Satisfaction

Heni Yuwono¹, Anis Eliyana², Agung Dharmawan Buchdadi³, Hamidah⁴, Tuty Sariwulan⁵, Rizki Johan Handicapilano⁶

¹Universitas Negeri Jakarta

HeniYuwono_9917919002@mhs.unj.ac.id

²Universitas Airlangga

anis.eliyana@feb.unair.ac.id

³Universitas Negeri Jakarta

agungdharmawan@feunj.ac.id

⁴Universitas Negeri Jakarta

hamidah@unj.ac.id

⁵Universitas Negeri Jakarta

tuty.wulan@yahoo.com

⁶Universitas Negeri Jakarta

rhandicapilano@gmail.com

ABSTRACT

Managing human resources properly is expected to enable companies to compete in an era of fast-paced economic growth. This can be implemented by the Telkomsel company as a company engaged in the communication sector. The concept of locus of control can be used to find out employees' basis in controlling their actions at work which will affect employee job satisfaction upon their work. This study aims to determine the significant effect both jointly and partially from internal locus of control and external locus of control on employee job satisfaction. The population in this study were all employees of GraPARI Telkomsel Surabaya, using a sample size of 43 employees. The method used in this study is Partial Least Square by using path analysis.

Keywords: locus of control, job satisfaction, PLS, SEM, Quality Job

Correspondence:

Anis Eliyana

Universitas Airlangga

anis.eliyana@feb.unair.ac.id

INTRODUCTION

Communication service providers or operator companies will be required to always make innovations and provide better and more precise customer service to satisfy the customers and keep them loyal. To be able to compete in providing a competitive advantage, good human resource management is needed in a company because the role of human resources in running a company is very influential for the progress of a company. With proper employee management, job satisfaction will be obtained for employees working at the company. According to Spector (1997, as quoted in Abdallah, et al., 2017), job satisfaction is a noticeable affective reaction to a certain work that is the satisfaction of a person with the employment. Job satisfaction means "positive or pleasant emotional states resulting from job evaluations or work experiences." (Diana et al., 2020). It is the product of employees' perceptions of how well their job offers things that are considered important. Thus, productivity of these employees will increase optimally when employees are satisfied with their job. According to Setiawan et al., (2020) job satisfaction is highly dependent on individual conditions because each individual has indicators to assess the level of job satisfaction.

Employee behavior can be identified and explained by using a number of personality attributes, one of which is locus of control. Locus of control (LOC) is a psychological concept that relates to a person's belief in what causes good or bad outcomes in life, either in general or in specific fields such as health or academics (Omukhang'o, 2016). They believe that they can control their destiny and that their behavior actually affects the outcome they have done (Olonade et al., 2020). The work environment is known to affect a person's performance at work, since it can determine the ease in completing tasks. According to Sembiring & Purba, (2019) the work environment can

affect communication among employees because high pressure from the work environment can reduce the willingness to communicate between employees. Furthermore, communication can be influenced by locus of control since the level of locus of control can determine the persuasive ability to understand communication. Using locus of control can explain work behavior through an assessment of employees of their work results when controlled internally or externally. It is known that locus of control is a factor of core self-evaluation which is a good predictor of job satisfaction and performance (Mulki & Lassk, 2019).

Based on the background of the problem, the research can be done at GraPARI Telkomsel Surabaya which is located in Gd. Graha Timbul Jaya, Jl. Youth No.118 Surabaya. GraPARI Telkomsel is known to have employees who have many tasks and with the company's conditions that are rapidly changing in selling products and must be able to provide the best service to customers. Telkomsel is currently the market leader for cellular operators in Indonesia, with a market share of more than 55%. So as a market leader in the GSM world in Indonesia, Telkomsel has a vision and motto, namely "Leading in Service". Through this vision and motto, Telkomsel employees will always be required to be able to provide the best service for customers. With the condition of employees who have high job satisfaction, Telkomsel employees can easily and work more optimally in serving each customer. Through the concept of locus of control, employees can identify the source of satisfaction or dissatisfaction with a job at hand. High employee job satisfaction can be explained by satisfaction in every behavior that employees receive from what is provided by the company. One of them is locus of control. Based on these problems, in this study the title "The Effect of Locus of Control on Employee Satisfaction at GraPARI Telkomsel Surabaya" was chosen.

LITERATURE REVIEW

Theory Basis

Locus of Control

The locus of control theory shows that there are two types of perceptions of self-control. A person can have internal or external locus of control (Asante & Affum-Osei, 2019). Individuals with internal locus of control believe that the outcome of an event will largely be influenced by the actions or behavior they do. On the other hand, individuals with external locus of control believe that the outcome of an event is largely outside their control (external factors). Individual perceptions of whether or not their actions have an effect on their work results will be directly related to many key behavioral decisions such as work attitudes, perceptions of the work environment, job performance and career success and job satisfaction. According to Çelik & Sarıçam, (2018) locus of control is defined as a personality dimension as the perception that responsibility, which is oriented towards the relationship between individual behavior and its results, will be directed to several related objects. In addition, locus of control is considered as an output related to the repetition of positive or negative consequences of behavior in relation to future expectations. Thus, locus of control is closely related to academic achievement, belief systems, satisfaction with life, etc. (Çelik & Sarıçam, 2018). Omukhango, (2016) in his research stated that locus of control is a concept in psychology that is related to a person's belief in what causes good or bad results in his life, either in general or in certain fields such as health or academics. It also relates to a person's general expectations about events regarding the work carried out next. In other words, it relates to someone who will be responsible for what happens. The formulation of locus of control classifies general opinion about who or what influences things from internal to external control along the bipolar dimension (Omukhango, 2016). In short, locus of control reflects the degree to which individuals perceive the relationship between their behavior and the outcome of their behavior. Locus of Control comes from Julian Rotter's work in 1950 which has been cited by Omukhango, (2016) and is classified into two main categories - internal and external locus of control. Furthermore, Spector (1982) reveals that individuals with internal locus of control can rely on themselves in getting guidance, are independent, and are not influenced by leaders or others in their performance in the organization. Conversely, individuals with external locus of control will expect help and fulfillment of needs from others in the organization. Thus, individuals with external locus of control are employees or followers who are more obedient and feel the strong influence of the leader on performance and other work-related gains, including job satisfaction. Research by Galvin *et al.*, (2018) also cites the work of Rotter (1954, 1966) on social learning theory regarding locus of control. Social learning theory states that individuals learn by observing events that occur around them in ways that ultimately influence behavior. In the learning process, individuals can develop expectations that specific behaviors will produce special assistance. According to Rotter, who has been quoted by Galvin *et al.*, (2018), relatively stable individual differences (i.e., locus of control) arise from time to time in relation to the extent to which individuals perceive a causal relationship between behavior and reward.

Job Satisfaction

Job satisfaction is a positive affective state that results from the job appraisal of a Judge & Bono person that has been cited by (Akirmak & Ayla, 2019). In his book Luthans (2006) states that "job satisfaction is a happy emotional state or positive emotion that comes from appraising one's job or work experience. Job satisfaction is the result of employees' perceptions of how well their jobs provide the most important and often learned things. Job satisfaction is related to job performance, organizational commitment, and employee turnover. Job satisfaction as an index of welfare in the workplace, derived from situational factors, disposition factors, or the interaction between the two. Job satisfaction is considered as an individual affective reaction to their work and work life (Çelik & Sarıçam, 2018). However, there is no general idea about how individuals form these affective reactions. The definition of job satisfaction is known as a concept created by Taylor and Gilbert in 1911 as working in a factory with the right method, minimum stress and fatigue (Akirmak & Ayla, 2019). The definition made then makes job satisfaction can be defined as the pleasure felt by employees as a result of evaluating their work and work life. According to Nazariadli, (2017) job satisfaction is described as personal feelings towards all employees about various aspects of their work and the reward system in their organization. Job satisfaction has been considered a critical outcome variable in organizations, sparking much research around the antecedents of workplace satisfaction (Nazariadli, 2017). Furthermore, job satisfaction can be defined as a pleasant emotional state that results from appraising one's job as achieving or facilitating the achievement of one's work values]. It is said to be a multidimensional construction and has been associated with work and customer related matters. In other words, job satisfaction comes from employee attitudes in matters related to work (Diana *et al.*, 2020). From this interpretation, the concept of job satisfaction can be divided into two assumptions. First, JS is the attitude that comes from employees, the second is the goal of one's job satisfaction. Simply put, it can be concluded that job satisfaction is an evaluative response related to the emotional state of employees regarding their work. In addition, Setiawan *et al.*, (2020) explained that job satisfaction really depends on individual conditions because each individual has aspects in assessing the level of job satisfaction. Therefore, the more elements of work that follow personal desires, the higher the level of job satisfaction.

Hypothesis Development

Locus of Internal Control and Job Satisfaction

In Omukhango, (2016) states that locus of control is an important determinant of job satisfaction and job performance. It is known that individuals with internal locus of control can show higher levels of satisfaction, superior job performance and organizational commitment. Most of the previous research has focused on levels and factors that influence job satisfaction. In general, internal locus of control is positively correlated with general welfare of employees, while external locus of control is negatively related which is the opposite of positive locus of control (Galvin *et al.*, 2018). More precisely, researchers such as Pavalache-Ilie & Ursu, (2016) suggest that internality is associated with positive well-being, which is subjective well-being that is causally related to job satisfaction. This can be said to be a good

enough reason to put forward the idea that internality in the locus of control is related to job satisfaction as well. In research conducted by Çelik & Sarıçam, (2018) also stated that with internal locus of control having a higher level of job satisfaction compared to employees with external locus of control, this research was tested through the behavior of a teacher at work. Employees with internal locus of control will struggle to change the factors that cause their job satisfaction to decrease. If they can't make changes and the situation can negatively affect their lives, employees will tend to leave their jobs and move to other jobs that will make them happier. Those who have internal locus of control will be characterized by high self-efficacy and self-confidence and can welcome autonomy and decision making (Akirmak & Ayla, 2019). When they are motivated by work that allows them to use wisdom in decision making, they have the opportunity to grow and increase their job satisfaction. Individuals with internal locus of control believe that their own abilities, behaviors, and attributes determine the reward for the work done (Nazariadli, 2017). Results from the meta-analysis of Galvin *et al.*, (2018) relate internal locus of control with various results relevant to the workplace (for example, job satisfaction, organizational commitment, and task performance, the study suggests that the construct of maintaining behavior in workers is important in conversations with management. Individuals who feel in control of events and related outcomes in their lives will have an internal locus of control, they will believe their behavior can create the desired results. These "internals" are more likely to be confident and see themselves as controlling their fate (Galvin *et al.*, 2018). They also tend to understand that the results "obtained" are directly generated from the energy used to achieve these results such as in increasing job satisfaction. According to Omukhango, (2016) also stated that individuals who have internal locus of control believes that the end result of the act Their activity is a matter of their own capacity. Furthermore, they can increase their job satisfaction when they have used this confidence.

External Locus of Control and Job Satisfaction

On the other hand, external locus of control refers to the expectation that their control has been outside oneself, either in the hands of other powerful people or by fate and / or chance. Those with an external locus of control believe that fate, luck or outside influence determines their success (Olonade *et al.*, 2020). Lack of competence, self-confidence and motivation can keep people from taking external control over their lives. In addition, it is known that most of the hours are spent on work, and at work, employees will find out the various variables that determine job happiness is very important. Of course, it is all about the difference between reality and hope, but it seems that the problem is much more complex than it seems as investigated by (Olonade *et al.*, 2020). An employee's locus of control will have an impact on job

satisfaction levels, according to many scientists. Job satisfaction will refer to a pleasant emotional state that arises from appraising one's job; effective response to one's work; and approach to one's job. Like the same question according to Omukhango, (2016) that individuals who have external locus of control are people who believe that they have no influence on their fate and that their behavior has nothing to do with their performance. Then the results of Omukhango's research, (2016) show that employees with internal locus of control experience higher job satisfaction, extrinsic and intrinsic than employees with external locus of control. Galvin *et al.*, (2018) show that the possibilities exist regarding the positive aspects of external locus of control. For example, although external locus of control is generally associated with adverse job effects (eg, weaker negotiation behavior, client abuse, external locus of control tends to handle role ambiguity better than internal when social support is lacking. externals tend to experience fatigue in the presence of charismatic leaders and reduce work stress when there is a formal work structure. So that this shows that the effect of locus of control is complex, especially as a function of different contexts. This study also resulted in a statement that locus of control intervenes. the relationship between perceptions of organizational support and job satisfaction when external responds more strongly than internally. Whereas in Nazariadli's research, (2017) it is stated that locus of control is the second stress-creating element in assessing individual expectations for both internal power control needs. or external. For example, the assessment of external factors such as strong other people and opportunities to control their life. Because it is known that the external locus of control will believe that the gifts received in their life are beyond their control (Nazariadli, 2017). When employees' job satisfaction with external locus of control, according to Çelik & Sarıçam, (2018) they will attribute responsibility for the events they experience to other strengths, to those who are stronger and with factors such as luck and belief, low and they will either ignore the situation or be patient and hope that it will be resolved by an external force. Then, those who have an external locus of control may feel that decision making makes them stressful because they lack confidence in the results (Akirmak & Ayla, 2019). If those with external locus of control perceive desired work outcomes as coincidences beyond their control, they may find it difficult to accept that their efforts or the work can make a meaningful impact on the work they do. This is consistent with Barrick's principle cited by Akirmak & Ayla, (2019), which states that in order for motivation to lead to behavior, employees must have a perceived control or have actual control over their goals. As per the self-consistency theory, individuals have a higher tendency to behave in ways that are consistent with their beliefs about their abilities. One of them can be useful for those who wish to be able to increase their job satisfaction.

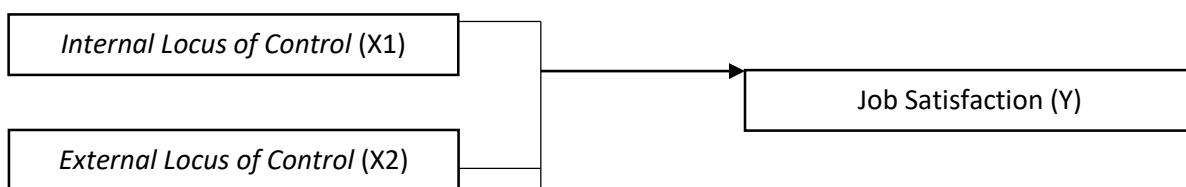


Figure 1. Research model

RESEARCH METHODS

Research Approach

The scientific approach or method in this research is research that uses a quantitative approach. In this approach, it is a correlation study that examines the relationship between the size or size of the dependent variable and the independent variable, which has an objective or outcome in making generalizations to the population being studied. The independent variable (X) in this study is the internal locus of control (X1) and external locus of control (X2) which are owned by employees of GraPARI Telkomsel Surabaya. While the dependent variable (Y) in this study is employee job satisfaction achieved or felt by employees while working at GraPARI Telkomsel Surabaya. In this study using the Likert variable measurement method by proposing five alternative answers with a range of numbers 1 to 5, namely, 1 = Strongly Disagree / Very Dissatisfied (STP), 2 = Disagree / Dissatisfied (TP), 3 = Doubtful / Quite Satisfied (CP), 4 = Agree / Satisfied (P), and 5 = Strongly Agree / Very Satisfied (SP).

Measurement

Locus of Control (X)

Locus of control that is owned by an individual will reflect the level of confidence in himself regarding his ability to influence events related to his life. Locus of control in this study was measured by referring to the Work Locus of Control Scale (WLCS) instrument used for the first time by Spector (1988) and has been adjusted to the existing conditions of the research object.

Job Satisfaction

Job satisfaction is a reflection of the feelings and attitudes of employees as individuals towards their work as a result

of the interaction between these individuals and their work environment. Here are some indicators used to measure employee job satisfaction at GraPARI Telkomsel Surabaya, which is owned by individuals according to Luthans (2006: 244), explained as satisfaction with salary (pay), satisfaction with the job itself (the work itself), satisfaction with promotion (promotion), satisfaction with supervision, working groups, and working conditions.

Data and Sample Collection

The procedure for data collection in this study was carried out by a preliminary survey process and field surveyors. The population of this research is 43 employees at GraPARI Telkomsel Surabaya. While sampling (sampling) was carried out by the process of selecting a sufficient number of elements from the population, and this study used census techniques (taking the entire population. So, in this study the total sample size of 43 employees who are in GraPARI Telkomsel Surabaya will be taken.

Data Analysis Techniques

The analysis is based on the results of a distributed questionnaire and then processed by the PLS method. So that the analysis technique used in this research is path analysis which is processed using the Partial Least Square (PLS) application which is part of Structural Equation Modeling (SEM).

Data Analysis

To find the results regarding the hypothetical relationship between variables, if you use PLS-SEM software, you must pass the outer model evaluation and inner model evaluation.

Table 1

N=56		Frequency	Percentage	Total%
Gender	Male	22	51.2	51.2
	Female	21	48.8	100
Age	21-25 years old	21	48.8	48.8
	26-30 years old	11	25.6	74.4
	31-35 years old	11	25.6	100
Education	Senior High	4	9.3	9.3
	Diploma	2	4.7	14
	Bachelor's degree	37	86	100
Working period	< 1 years	8	18.6	18.6
	1-3 years	27	62.8	81.4
	4-6 years	8	18.6	100

Note: Four (4) demographic variables were coded in the data as Gender, Age, Education and Working period.

Table 2

Variables	Code	Factor Loading			α	γ_s	CR	(AVE)
Internal Locus of Control	X1	0.53			0.776	0.800	0.849	0.534
	X2	0.72						
	X3	0.74						
	X4	0.81						
	X5	0.80						

<i>External Locus of Control</i>	X6		0.917		0.775	0.821	0.847	0.534
	X7		0.501					
	X8		0.708					
	X9		0.741					
	X10		0.728					
Job Satisfaction	Y1			0.517	0.819	0.856	0.869	0.534
	Y2			0.771				
	Y3			0.908				
	Y4			0.768				
	Y5			0.780				
	Y6			0.568				

Note: X1-X5 (*Internal Locus of Control*), X6-X10 (*External Locus of Control*) and Y (Job Satisfaction).

Based on Table 2, it will produce a Validity Test which shows that all indicators have met the research requirements. So it is stated that all indicators have an

effect on the latent variables. Because these results have met the validity and reliability requirements for research.

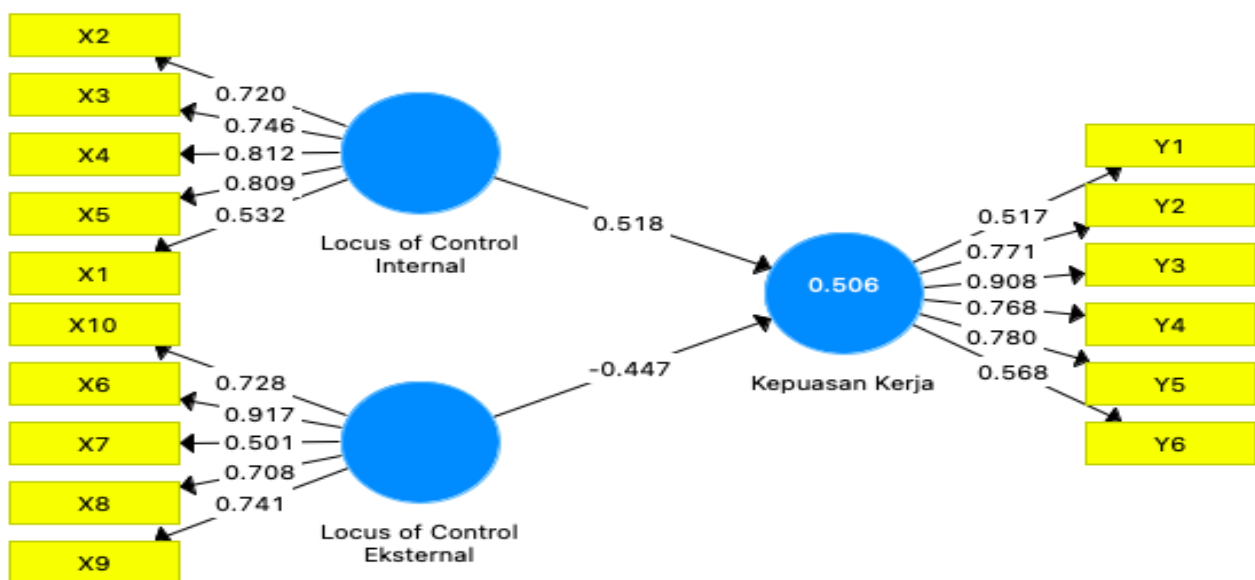


Figure 2. Outer Model

Table 3. Descriptive Analysis Results

Indicators	Mean	Category
Internal Locus of Control		
I believe that the promotion or position that is obtained is the result of the efforts of hard work done by myself.	2.56	Low
I believe that I have the ability to influence the events that occur in my life.	2.12	Low
I believe that I can carry out the plans that I have prepared beforehand.	1.86	Low
I used to convince other people to do things in my own way.	2.51	Low
I am used to solving problems on my own without help from others.	3.30	Moderate
Mean Total	2.47	Low
External Locus of Control		
Getting the job, I want is basically a matter of luck and opportunity.	3.61	High
I feel that my success and failure to become a leader depends on my ability to build good relationships with powerful people in the environment where I work.	3.14	Moderate
I have never tried something I wasn't sure I could solve.	2.93	Moderate
The main difference between people who can make a lot of money and people who make a little money is luck.	2.58	Low
I feel that what I get now is entirely not the result of my own efforts.	2.74	Moderate
Mean Total	3.00	Moderate
Job Satisfaction		
I am satisfied that the salary I receive now is in accordance with the workload.	3.49	High
I am satisfied because this job can maximize the abilities that I have in the company,	3.88	High
I am satisfied that the leader always provides the opportunity to carry out greater trust in every task and job that I carry out.	3.84	High

I am satisfied that the company leader gives instructions or orders to employees clearly.	3.74	High
I am satisfied because fellow colleagues help each other to make the process of working at this company a smooth one.	4.16	High
I am satisfied because the current work environment is very supportive of what I do at the company.	4.14	High
Mean Total	3.88	High

Note: The table shows a description of the respondent's answer to the Internal Locus of Control variable, a description of the respondent's answer to the External Locus of Control variable, and a description of the respondent's answer to the Job Satisfaction variable.

Table 4. R-Square Value Result

Variable	Original Sample – R-Square
Job Satisfaction	0.506

Note: It is known that Job Satisfaction has an R-Square value of > 0.50 which means it is a good model.

Table 5. F-Square Value Result

Variable Job satisfaction	R-Square	F-Square
Included	0.506	0.000
Exclude Locus of Control Internal	0.239	0.540
Exclude Locus of Control External	0.299	0.402

Note: It is known that if Locus of Control Internal variable is removed, the effect on the Job Satisfaction variable is > 0.35 or has a big influence. Meanwhile, if the External Locus of Control variable is removed, the effect on the Job Satisfaction variable is > 0.35 or it also has a big influence.

Table 6. Q-Square Value Result

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Job Satisfaction	258.000	209.086	0.190

Note: It is known that Job Satisfaction variable has a Q-Square value of > 0.190 which indicates that the Q-Square value is > 0. So, it shows that the dependent variable has predictive relevance or explains that the independent variable has predictive relevance to the dependent variable being affected.

Table 7. Path Coefficient Result

Hypothesis	Variable	Original Sample (O)	T statistic	P Values	Note
H1	Locus of Control Internal -> Job Satisfaction	0.518	5.243	0.000	Significant
H2	Locus of Control External -> Job Satisfaction Kerja	-0.447	4.441	0.000	Significant

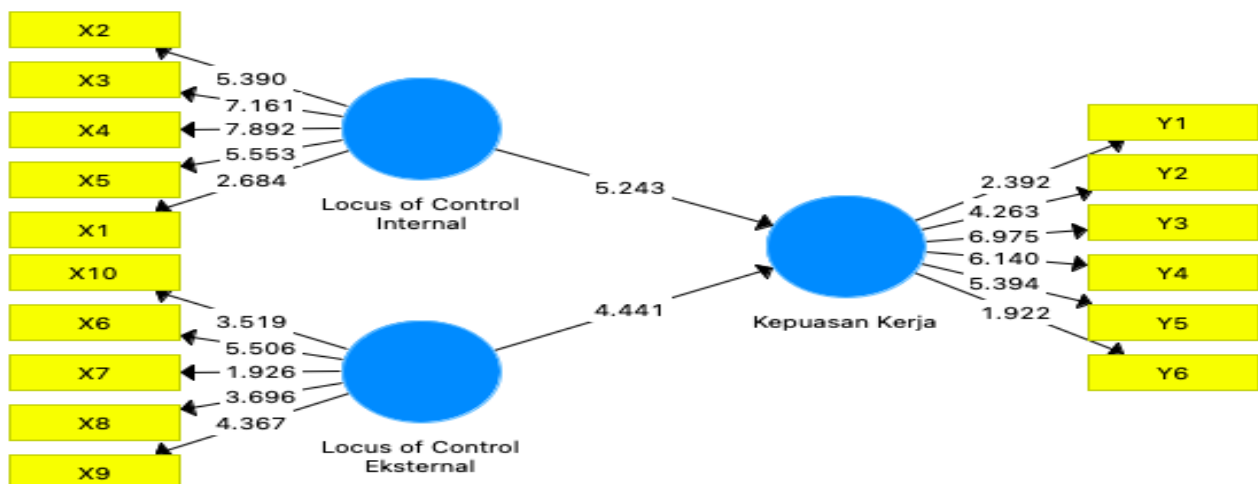


Figure 3. Inner Model

RESULTS AND DISCUSSION

Discussion

Internal Locus of Control on Job Satisfaction

The results of analysis testing in this study indicate that internal locus of control has a positive and significant effect on job satisfaction of employees of GraPari

Telkomsel Surabaya. So, it can be stated that the employees of GraPari Telkomsel Surabaya with high internal locus of control, will result in a higher level of job satisfaction of these employees. This research is supported by research according to Omukhango, (2016) which states that internal locus of control has a positive correlation to the general welfare of employees which can affect employee job satisfaction. In addition, the Pavalache-Ilie & Ursu (2016) study also examined the relationship of external locus of control on employee job satisfaction. Meanwhile, research conducted by Çelik & Sarıçam, (2018) states that internal locus of control has a higher level of job satisfaction compared to employees with external locus of control. This proves that GraPari Telkomsel Surabaya employees who have internal locus of control will be involved in leisure time activities, which can help them develop more personal control because of the internal processes they have trusted and they can seek personal control that they exhibit with social influences. less than outsiders to be able to increase their job satisfaction. Conditions can occur because employees of GraPari Telkomsel Surabaya with internal locus of control will affect the meaning of work, because they can use their abilities optimally, resulting in better performance. GraPari Telkomsel Surabaya employees with internal locus of control are more confident that what they do will affect their work results and fate, so they will have high job satisfaction when they achieve what is expected. Individuals who feel in control of events and related outcomes in their lives have an internal locus of control and they will believe their behavior can create the desired outcomes (Galvin *et al.*, 2018). So that the internal locus of control in GraPari Telkomsel Surabaya employees is likely to be confident and see themselves as able to control their destiny appropriately to produce positive job satisfaction with their work. They also tend to understand that the results "obtained" directly result from the energy used to achieve these results well.

External Locus of Control on Job Satisfaction

The results of analysis testing in this study indicate that external locus of control has a negative and significant effect on job satisfaction of employees of GraPari Telkomsel Surabaya. So, it can be stated that the employees of GraPari Telkomsel Surabaya with high external locus of control will result in a decrease in the level of job satisfaction of these employees. Supported by research according to Omukhango, (2016) which shows that employees with external locus of control experience lower job satisfaction compared to internal locus of control. Whereas in the study of Galvin *et al.*, (2018) it was stated that external locus of control is generally associated with adverse work effects (for example, weaker negotiation behavior, client abuse, external locus of control tends to handle role ambiguity better than internal when support social is lacking. So that GraPari Telkomsel Surabaya employees will experience a decrease in job satisfaction more than an increase in job satisfaction when they have an external locus of control. According to Mulki & Lassk, (2019) those who have an external locus of control are likely to feel that decision making makes them stressful because lack of confidence in the results. So if GraPari Telkomsel Surabaya employees who have an external locus of control will perceive the desired work outcome as a coincidence beyond their control, they may find it difficult to accept that their effort or the job could make a significant impact. means for work such as in

increased job satisfaction. This can also be caused by the condition of employees at GraPARI Telkomsel Surabaya with the characteristics of the majority of respondents who have a bachelor's education background, so that most of them have personalities with internal locus of control. This is because their education always teaches them to be able to develop their abilities and initiatives, which results in increased self-confidence.

CONCLUSIONS AND SUGGESTIONS

Conclusion

After analyzing and discussing this research, it can be concluded that the internal locus of control owned by GraPari Telkomsel employees has a positive and significant effect on job satisfaction. Meanwhile, GraPari Telkomsel Surabaya employees who have external locus of control have a negative and significant effect on their job satisfaction. So that in order to increase job satisfaction, GraPari Telkomsel Surabaya employees are better off having high internal locus of control and low external locus of control. Furthermore, it is known from the analysis that the internal locus of control variable is the most dominant variable in influencing job satisfaction. It is known through the original sample value that the highest direct effect on job satisfaction is obtained by the internal locus of control variable. In accordance with the research of Pavalache-Ilie & Ursu, (2016) which states that employees with internal locus of control will be more satisfied with their work. Of all the dimensions of job satisfaction, communication is best associated with internality. Known to employees with an internal locus of control, requesting and providing information is a way to organize their activities, identify solutions to work-related problems they face.

Suggestions

Based on the results of the analysis, discussion and conclusions that have been stated earlier in this study regarding the internal and external locus of control variables on employee job satisfaction at GraPARI Telkomsel Surabaya, it can be suggested that the management of the company should be able to put internal groups in a good job that requires high initiative and low compliance to increase job satisfaction. So that internal employees are able to show greater self-control and high self-confidence in solving a problem, are more motivated to achieve achievement. In addition, the management should always try to be able to instill a higher optimism in facing any work obstacles that may arise at any time. With this, it is hoped that employees in the company will be able to complete every job and responsibility given by the company. So that they can also develop their initiative in determining every action they take. So that it is expected to develop employee internal locus of control personality which will have an impact on increasing work performance.

In addition, seen through the average result on the job satisfaction variable, the lowest is 3.49 and this means that employees say that employees at GraPARI Telkomsel Surabaya are satisfied with the salary I currently receive and are in accordance with the workload. Although it is still in the high category, these results show the smallest average. So that employees at GraPARI Telkomsel Surabaya are advised to be more satisfied with the salary received and determined by the company because being satisfied with what the company has given (including salary) can make an increase in employee job satisfaction.

For future research, it is suggested that more variables are investigated in order to widen the scope of understanding and shed more light in the field of Human Resource. The variables that may be included are emotional stability and emotional quotient (EQ) of employee in this scenario and how these variables play a role

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