

The Effect of Organizational Commitment and Locus of Control on Performance through Job Satisfaction Personnel Yonkav 8 Nara Singa Wiratama

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ABSTRACT

This study aims to determine the effect of organizational commitment and locus of control on the performance of personnel simultaneously and partially. The study was conducted on the personnel of Yonkav 8 Nara Singa Wiratama by taking the number of samples of 81 personnel taken using the random sampling method. Data analysis using path analysis.

The results showed that the organizational commitment variable and locus of control affect the performance of personnel simultaneously and partially. The direct influence of organizational commitment and locus of control variable on the performance of personnel through job satisfaction is greater than indirect influence so that it can be said that the variable of satisfaction is not as intervening variable.

KEYWORDS: organizational commitment, the locus of control, job satisfaction, personnel

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I. INTRODUCTION

Every organization needs personnel who are able to work with good performance. Good performance will occur if personnel work by producing work productivity both qualitatively and quantitatively. Qualitative results of work can be displayed with good work, moderate or bad while the results of work can be quantitatively displayed with the work measured by the amount of quantity produced by each person.

Performance of employees is influenced by organizational commitment provided by employees. Organizational commitment is a consciously coordinated social entity, with a relatively identifiable constraint, working on a relatively continuous basis for a common goal or a set of goals. In other words, organizational commitment shows the degree to which a person's involvement in his organization and the strength of his identification with a particular organization. The higher the organization's commitment, it is expected the performance of employees will also be greater.

Individual characteristics such as personality, age, and gender, level of ethnic education, socioeconomic circumstances, experience past circumstances, will determine work behavior and work productivity, both individuals and organizations so that it will lead to satisfaction for customers or patients. Individual characteristics other than influenced by the environment, are also influenced by (1) organizational characteristics such as reward systems, selection, and training, organizational structure, vision and mission of the organization and leadership; (2) job characteristics, such as job description, job design, and work schedule.

One characteristic of the individual that needs to be studied is the individual locus of control. Locus of Control is the individual's control over their work and their belief in self-efficacy. The focus of this control is divided into two: the internal control locus that characterizes a person having confidence that they are responsible for their work behavior in the organization. The focus of external controls that characterize individuals who believe that their work behaviors and task success are more due to factors outside the organization. The better the individual locus control then the individual is expected to have a good performance as well.

Another factor to consider in improving performance is the job satisfaction of individuals in the work. Job satisfaction is defined by the extent to which individuals perceive positively or negatively various factors or dimensions of tasks in their work. The term job satisfaction refers to the general attitude of an individual to the work he does. A person with a high level of job satisfaction shows a positive attitude towards the work; someone who is dissatisfied with his work shows a negative attitude to the job, because in general if people talk to employees, more often they mean job satisfaction. This attitude is reflected by work morale, discipline, and

work performance. Job satisfaction is enjoyed at work, out of work, and in combination between the two. The better the employee job satisfaction hence expected the performance of employees also higher.

Personnel at Yonkav 8 Nara SingaWiratama also experienced problems in increasing organizational commitment, the locus of control and job satisfaction. Organizational commitment needs to be improved as there is still personnel who are not fully engaged in the organization's activities and there is personnel involved in unexpected issues. Locus of control for personnel also needs to be improved because there is personnel with low locus of control. This is in the behavior of personnel who are not entirely enthusiastic in carrying out their daily tasks. While job satisfaction for personnel also needs to be improved because job satisfaction of personnel still not as expected. This can be seen from the presence of personnel who are not satisfied with the income, working conditions, and communication that occurs in the organization.

II. LITERATURE REVIEW

Organizational Commitment

Robbins (2010) states that organizational commitment is a consciously coordinated social entity, with a relatively identifiable constraint working on a relatively continuous basis for a common goal or a set of goals. Organizational commitment according to Meyer et al, in Yustina (2006) is the degree to which a person's involvement in his organization and the strength of his identification of a particular organization.

Therefore, organizational commitment is characterized by three things: (1) A strong belief in organization and acceptance of organizational goals and values (2) A strong desire to maintain strong relationships with the organization and (3) Readiness and willingness to surrendering to the interests of the organization. While Robbins (2002) argued that the commitment of employees to the organization is one attitude that reflects the feelings of likes or dislikes an employee to the organization where he worked. Organizational commitment shows a power from within a person in identifying its involvement in an organization.

Organizational commitment is viewed by Fink as a value orientation towards organizations that show individuals highly thinking and prioritizing work and organization. Individuals will try to provide all the effort it has in order to help the organization achieve its goals. Fink also defines organizational commitment as an attitude that arises from a process called identification that occurs when a person has experience with something, someone, or some idea as a form of the extension of himself (in Sutanto, 1999).

Organizational commitment is also defined by Allen and Mayer as a form of employee's affection for the workplace. George and Jones say that workers who are committed to the organization are happy to be members of the organization, believe in the organization and have good feelings about the organization, and are willing to defend the organization, and want to do something good for the organization (in Sutanto, 1999). According to Colquitt, LePine, and Wesson (2009), organizational commitment affects employees' willingness to remain an organization member or to leave the organization to pursue other jobs. Organizational commitment is defined as the relative strength of the individual in identifying his or her involvement into the organizational part, characterized by the acceptance of organizational values and goals, the willingness to strive for the organization and the desire to maintain membership in the organization. (Robbins and Judges, 2013).

Organizational commitment is a process in the individual to identify itself with organizational values, rules, and goals that are not merely passive loyalty to the organization, so that commitment implies an active association of employees and organizations.

Locus of Control

Locus of control is the individual's control over their work and their belief in self-efficacy. The focus of this control is divided into two: the internal control locus that characterizes a person having confidence that they are responsible for their work behavior in the organization. The focus of external controls that characterize individuals who believe that their work behaviors and task success are more due to factors outside the organization.

The concept of locus of control was first proposed by Rotter (1966), a social learning theorist. Locus of control is one of the personality variables, defined as the individual's belief in the ability to control his own destiny (Kreitner and Kinicki, 2005).

Robbins and Judge (2013) define the locus of control as the degree to which individuals believe that they are the determinants of their own destiny. Internals are individuals who believe that they are in control of whatever happens to them, while the external is the individual who believes that whatever happens to them is controlled by outside forces such as luck and opportunity.

Based on the above explanation can be concluded that Individuals who have confidence that the fate or events in his life under his control, said the individual has an internal locus of control. While individuals who have the belief that the environment that has control over the fate or events that occur in his life said the individual has an external locus of control.

Kreitner and Kinichi (2005) said that the results achieved locus of internal control is considered derived from his activities. Whereas in the individual locus of control external consider that the success achieved is controlled by the surrounding circumstances.

A person who has an internal locus of control will see the world as predictable, and individual behavior plays a role in it. In individuals who have the external locus of control will view the world as unpredictable, as well as in achieving goals so that individual behavior will not have a role in it.

Thus it can be concluded that individuals who have the external locus of control identified more rely on their hope to depend on others and more to seek and choose favorable situations. Meanwhile, individuals who have an internal locus of control are identified to rely more on their own expectations and are identified as favoring skills than simply favorable situations.

Locus of control is the level at which individuals are convinced that they are the determinants of their own destiny. Internals are individuals who believe that they are in control of whatever happens to them, while the external is the individual who believes that whatever happens to them is controlled by outside forces such as luck and opportunity.

Rotter (1975) states that both internal and external represent two ends of the continuum, not separately. Internals tend to argue that an event is in their own control, while the external is more likely to blame outside factors that affect an event that befell them.

A simple example is an employee in looking at his career in a company. If he has an internal locus of control then he will declare his failure to achieve a position more because of himself, while employees who have an external locus of control will blame circumstances such as disadvantaged, and a less fair boss.

Clear implications for differences between internal and external in terms of achievement motivation. Internal focus deals with higher levels of N-ach. Because their control is external, they tend to feel that they have less control over their destiny. People with external control loci tend to be more stressed and susceptible to clinical depression (Benassi, Sweeney & Dufour, 1988; quoted in Maltby, Hari & MacAskill, 2007).

Locus of control is the individual's control over their work and their belief in self-efficacy. The focus of this control is divided into two: the internal control locus that characterizes a person having confidence that they are responsible for their work behavior in the organization. The focus of external controls that characterize individuals who believe that their work behaviors and task success are more due to factors outside the organization.

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Job Satisfaction

According to Effendi (2002: 290) job satisfaction is defined by the extent to which individuals perceive positively or negatively various factors or dimensions of the tasks in their work. In the opinion of Robbins (2013: 91), the term job satisfaction refers to the general attitude of an individual to the work he does. A person with a high level of job satisfaction shows a positive attitude towards the work; someone who is dissatisfied with his work shows a negative attitude to the job, because in general if people talk to employees, more often they mean job satisfaction.

Hasibuan (2007: 202) job satisfaction is a pleasant emotional attitude and loves his job. This attitude is reflected by work morale, discipline, and work performance. Job satisfaction is enjoyed at work, out of work, and in combination between the two. Rivai (2004: 475) satisfaction is an evaluation that describes a person's feelings of pleasure or dissatisfaction at work. Meanwhile, according to Cherrington (2010) "job satisfaction basically refers to how much an employee likes his job"

Therefore job satisfaction is part of life satisfaction (Wether and Davis, 2010). Job satisfaction also depends on the intrinsic, extrinsic, and worker perceptions of the work, so job satisfaction is the level at which a person feels positively or negatively about various aspects of work, workplace, and workplace relationships (Donely2001: 464- 465).

Job satisfaction is basically something that is individual. Every individual has a different level of satisfaction in accordance with the value system that applies to him. The higher the assessment of the activities perceived in accordance with the wishes of the individual, the higher his satisfaction with the activity. So the outline of job satisfaction can be interpreted as a fun or unpleasant thing which employees look at their work.

According to Herzberg as quoted by Sumantri (2001), the attributes of satisfied worker behavior are those who have high motivation to work, they prefer to do their work, while the characteristics of the less satisfied workers are those who are lazy to go to work, and lazy in doing his job. So it can be concluded that job satisfaction is a person's feelings or attitudes towards the work done, which can be influenced by various factors, both internal factors, and external factors.

Employee Performance

Rivai (2005: 309) said that the performance is a real behavior that displayed every person as work performance generated by employees in accordance with its role in the company. The result of work or activity of an employee in quality and quantity in an organization to achieve a goal in carrying out task and work given to him.

Measuring employee performance according to Mathis (2002: 78) which became an indicator in measuring the performance or achievement of employees are as follows:

1. The quantity of work, ie the volume of work produced under normal conditions.
2. Quality of work, which can be neatness accuracy and linkage results with not ignore the volume of work.
3. Utilization of time, ie the use of working periods adjusted to the discretion of the company or government agency.
4. Cooperation, namely the ability to handle relationships with others in the work.

According to Mangkunegara (2005: 9), employee performance (work performance) is the work of quality and quantity achieved by an employee in performing their duties in accordance with the responsibilities given to him. Therefore it can be concluded that the performance of human resources is the performance of work, or the work (output) both quality and quantity achieved HR per unit time period in carrying out its work duties in accordance with the responsibilities given to him. Performance appraisal is an effort made by the leadership to assess the work of his subordinates.

Based on the opinion of some experts, it can be concluded that the performance appraisal (performance) is a systematic assessment to find out the results of employee work and organizational performance. In addition, it is also to determine appropriate job training, provide better responses in the future and as a basis for determining policies in terms of promotion and determination of benefits.

III. RESEARCH METHODS

Research Design

This research uses explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship of independent variables to the dependent variable. Relationships between variables can be described in the form of path analysis diagram as follows:

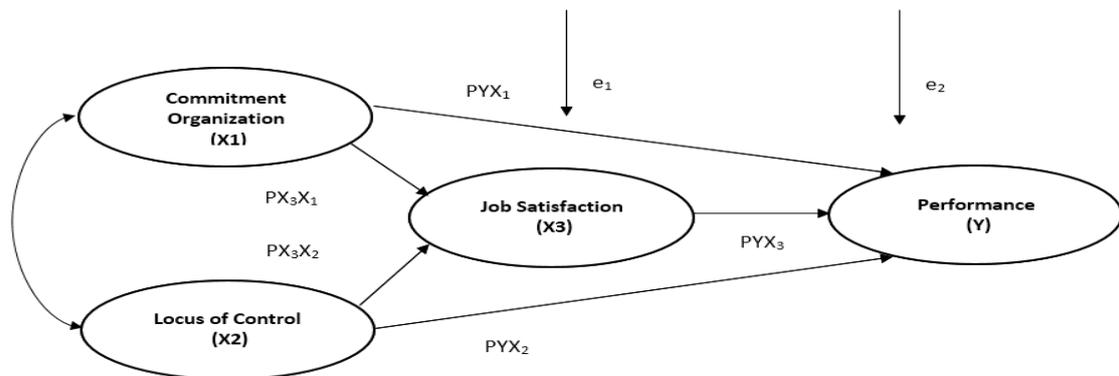


Figure 1. Research Design

Population and Sample

The population is a generalization region consisting of objects/subjects that have a certain quantity and characteristics set by researchers to be studied and then drawn conclusions (Sugiyono, 2005). The sample is the pull of a portion of the population to represent the entire population, (Surakhmad, 2010). The sample used in this research is personnel Yonkav& Nara SingaWiratama. The total number of employees is 439 people. Samples taken using Slovin formula are = $439 / (439 \times 0,12 + 1) = 81$ people.

Test for Classic Deviation Assumptions

Stages of data processing in this study are classical assumption test with regression such as linearity test, heteroskedastic test, normality test, multicollinearity test and autocorrelation and descriptive statistic search are a mean value, median mode, standard deviation, and range.

Data Quality Test

Questionnaires to be used in research, to produce a valid and reliable instrument first tested with validity and reliability test instrument. According to Sugiyono (2007: 219) "Validity is a condition that describes the level of the instrument concerned can measure what should be measured". While reliability is a value that shows the consistency of a measuring device in measuring the same symptoms (Riduwan, 2003: 86). By using a valid and reliable instrument, it is expected that the results will be valid and reliable

IV. RESEARCH RESULT AND DISCUSSION

Classical Assumption Testing

The regression equation resulting from the calculation using SPSS version 21 must be tested for quality by using classical assumptions to qualify Best Linear Unbiased Estimated (BLUE). Some classical assumption tests that must be met are the test of normality, autocorrelation, and Heteroscedasticity.

Normality Test

The data normality test is used to draw the conclusion whether the data under study is normally distributed so that if it is described it will form a normal curve. The portrayal of the normality curve can also be seen based on the image below. The image is obtained from the illustration on SPSS where X is S RESID and Y is Z PRED.

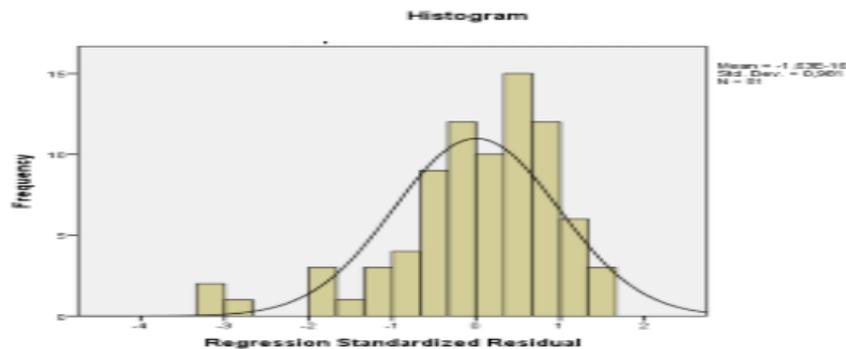


Figure 2. The data normality curve

Based on the picture above it is known that the data is normally distributed. This analysis supports the analysis that has been done before. The equations formed when drawn also form a linear curve. This curve can be described as follows

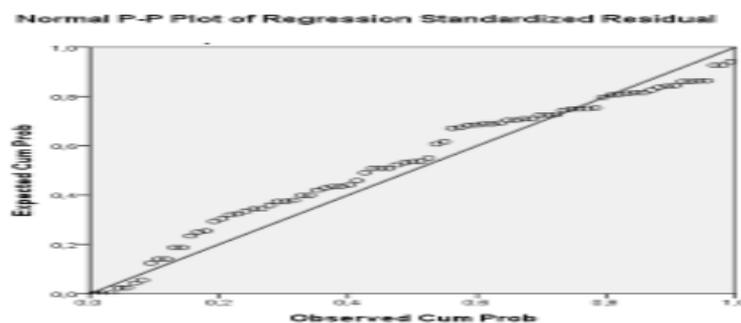


Figure 3. The data linearity curve

Test Data Autocorrelation

This test includes testing whether data on one variable has a significant correlation or not. Autocorrelation testing can be seen using Durbin Watson as follows.

Table 1. Durbin Watson calculation results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.737 ^a	.543	.526	2,77146	1,856

a. Predictors: (Constant), SATISFACTION, COMMITMENT, LOCUS

b. Dependent Variable: PERFORMANCE

Based on the above table the value of Durbin Watson is at reception does not occur autocorrelation data.

Data Multicollinearity Test

Multicollinearity test data is tested if there is a high correlation between independent variables. Testing this assumption is done by using the VIF value. If the VIF value is smaller than 5 then the inter-independent variable does not occur multicollinearity. VIF calculation results can be seen in the following table.

Table 2. VIF calculation results

Coefficients^a

Model	Model	Collinearity Statistics	
		Tolerance	VIF
1	COMMITMENT	.791	1,265
	LOCUS	.660	1,515
	SATISFACTION	.808	1,237

a. Dependent Variable: PERFORMANCE

Based on the above table it is known that the VIF value is less than 5 so it can be said that the independent variables are not correlated.

Test Data Heteroskedasticity

The data heteroscedasticity test is a test to assess whether the predicted value of the data is correlated with the value of the independent variable. If it happens then the resulting equation is also not a good estimator. This test can use the curve model resulting from the equation between X Pred on variable Y and D Resid on variable X in SPSS program. The resulting image can be seen in the following figure.

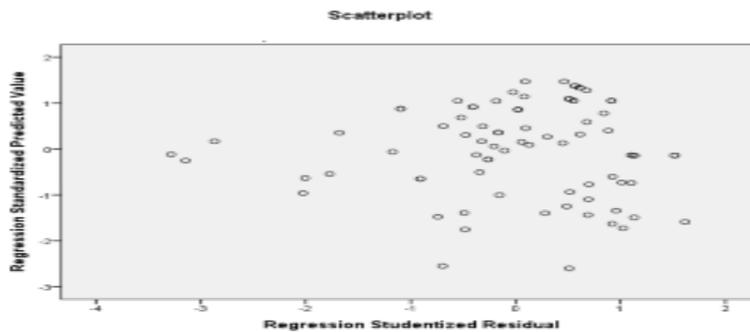


Figure 4. Testing of heteroscedasticity

Based on the picture above can be seen that the spreading points do not form a certain pattern means that not the densest correlation between the prediction of data on variable Y with the value of independent variables on variable X so that the data does not occur symptoms of heteroscedasticity.

Path Analysis Model

Path analysis model can be seen based on the calculation by using SPSS program as follows.

Table 3. Results of analysis of the effect of X1, X2, and X3 on Y

Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,474	2,615		1,711	,091
	COMMITMENT	,281	,107	,228	2,629	,010
	LOCUS	,284	,086	,312	3,292	,002
	SATISFACTION	,683	,138	,424	4,948	,000

a. Dependent Variable: PERFORMANCE

The r square values obtained from the following table.

Table 4. The r values of the squared regression models influence X1, X2, X3 against Y

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,737 ^a	,543	,526	2,77146	,856

a. Predictors: (Constant), SATISFACTION, COMMITMENT, LOCUS

b. Dependent Variable: PERFORMANCE

Equation error value above is 100% - 54,3% = 45,7%. To illustrate the path of influence X1, X2 to X3 then calculated based on the results of SPSS analysis as follows.

Table 5. Results of SPSS analysis of the effect of X1, X2 on X3

Coefficients		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,560	1,781		5,930	,000
	COMMITMENT	-,022	,088	-,029	-,252	,802
	LOCUS	,255	,065	,450	3,934	,000

a. Dependent Variable: SATISFACTION

The r squared value of the above model can be described as follows.

Table 6. The r values of squares influence X1, X2 against X3

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,438 ^a	,192	,171	2,27312

a. Predictors: (Constant), LOCUS, COMMITMENT

The equation error value above is 100% - 19,2% = 80,8%.

Hypothesis Testing

1. Analysis of organizational commitment and locus of control on personal performance

The value of F arithmetic can be seen in the following table.

Table 6. The value of F arithmetic path P_{yx1x2}

ANOVA ^a		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	515,890	2	257,945	25,812	,000 ^b
	Residual	779,468	78	9,993		
	Total	1295,358	80			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), LOCUS, COMMITMENT

Based on the above table note that the variable locus of control and Job Satisfaction has a value of F arithmetic of 25.812 with the significance of 0.00. The value of this significance is less than 0.05 ie the alpha value. Organizational commitment variables and locus of control affect the performance of personnel simultaneously.

The magnitude of the influence of organizational commitment and locus of control on the performance of personnel can be seen from the value of r squared as follows.

Table 7. The r-value of the squared path equation Pyx1x2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.631 ^a	.398	.383	3,16120

a. Predictors: (Constant), LOCUS, COMMITMENT

Based on the above table it is known that r square value is 39.8%. This is due to organizational commitment variable and locus of control affecting employee personnel of 39.8% while the rest is influenced by other variables that are not incorporated into the equation model.

2. Analysis of organizational commitment to performance personnel partially

Based on the above table it can be seen that the path coefficient $\rho_{yx1} = 0.228$ with ρ -value = 0.00 is smaller than alpha (α), the path coefficient is significant. The value of t arithmetic of 2.629 with the significance of 0.00. The value of this significance is greater than 0.05, the alpha value. Organizational commitment variable significantly affects the performance of personnel. The amount of influence of organizational commitment variable on personnel performance is $0,228 \times 0,228 = 5,198\%$.

3. Analysis of the influence of locus of control on personal performance

Based on the above table it can be seen that the coefficient of path coefficient path $\rho_{yx2} = 0.312$ with ρ -value = 0.00 is smaller than alpha (α), the coefficient of the path is significant. The value of t arithmetic of 3.292 with the significance of 0.00. The value of this significance is less than 0.05 ie the alpha value. Locus of control variables significantly affects personal performance. The magnitude of the effect of variable Job satisfaction of personnel to personnel performance is $0.312 \times 0,312 = 9.73\%$.

4. Analysis The influence of satisfaction on the performance of personnel

Based on the above table it can be seen that the path coefficient $\rho_{yx3} = 0.424$ with ρ -value = 0.00 is smaller than alpha (α), the coefficient of the path is significant. The value of t arithmetic amounted to 4.948. The significance value of 0.00 is smaller than the value of 0.05. The variable of satisfaction has the significant effect on personal performance. The amount of influence variable Job satisfaction on personnel performance is $0.424 \times 0.424 = 17.98\%$.

5. Analysis Influence of organizational commitment to the performance of personnel through job satisfaction variable

Based on the above table it can be seen that the influence of locus of control on personnel performance is 0.228. The influence of locus of control on the performance of personnel through job satisfaction is $-0,029 \times 0,424 = -0,0123$. In this case, the direct influence is greater than the indirect effect so that it can be said that the variable of satisfaction is not as intervening variable.

6. Analysis of the influence of locus of control on the performance of personnel through variable satisfaction

Based on the above table it can be seen that the direct influence of locus of control variable on personnel performance is 0.312. While the influence of locus of control on the performance of personnel through job satisfaction is $-0.450 \times 0.424 = 0.191$. In this case, the direct influence is greater than the indirect effect so that it can be said that the variable of satisfaction is not as intervening variable. The overall path analysis can be described as follows:



Figure 5. Overall Path Analysis

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusion

Organizational commitment variables and locus of control affect the performance of personnel simultaneously. The value of F arithmetic is 25,812 with the significance equal to 0,00. The value of this significance is less than 0.05 ie the alpha value. The value of r squared is 39.8%. This is due to organizational commitment variable and locus of control affecting employee personnel of 39.8% while the rest is influenced by other variables that are not included in the model equation.

Organizational commitment variable significantly affects the performance of personnel. The value of t arithmetic of 2.629 with the significance of 0.00. The value of this significance is greater than 0.05, the alpha value. The amount of influence of organizational commitment variable on personnel performance is $0,228 \times 0,228 = 5,198\%$.

Locus of control variables significantly affects personal performance. The value of t arithmetic of 3.292 with the significance of 0.00. The value of this significance is less than 0.05 ie the alpha value. The magnitude of the effect of variable Job satisfaction of personnel to personnel performance is $0,312 \times 0,312 = 9,73\%$.

The variable of satisfaction has the significant effect on personal performance. The value of t arithmetic amounted to 4.948. The significance value of 0.00 is smaller than the value of 0.05. The amount of influence variable Job satisfaction on personnel performance is $0,424 \times 0,424 = 17,98\%$.

The influence of locus of control on the performance of personnel through job satisfaction is $0,029 \times 0,424 = -0,0123$. In this case, the direct influence is greater than the indirect effect so that it can be said that the variable of satisfaction is not as intervening variable.

The influence of locus of control on the performance of personnel through job satisfaction is $0,450 \times 0,424 = 0,191$. In this case, the direct influence is greater than the indirect effect so that it can be said that the variable of satisfaction is not as intervening variable.

Recommendations

Organizations need to pay attention to the organizational commitment of personnel to work well. This commitment can be enhanced by increasing the personnel's exceptions to the organization through the inclusion of the organizational value of personnel and enhancing training that can develop an organizational commitment of personnel

Organizations need to consider the locus of control of personnel. Locus of control personnel should be trained and enhanced by conducting activities in accordance with applicable regulations and upgrading through motivational training. This attitude is very important to improve the locus of control personnel working in the organization.

Personnel satisfaction also needs to be improved. Satisfaction of personnel in the work will be seized if the fulfillment of personal needs can be done by the organization. Fulfillment of personal needs such as income or compensation of personnel either in the form of financial or non-financial that has been noticed by the organization through various regulations either from the ministerial regulations or the rules of should be organization can be implemented properly.

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