

The Effect Of Work-Family Conflict On Job Stress Of Country Civil Apparatus With Locus Of Control As A Moderation

Hesti Fridayanti^{1*}, Devani Laksmi Indyastuti², Ade Irma Anggreani³

¹ Faculty of Economics and Business, Jenderal Soedirman University

² Faculty of Economics and Business, Jenderal Soedirman University

³ Faculty of Economics and Business, Jenderal Soedirman University

Abstract. This study aims to examine the role of personality on role conflict based on the underlying role theory, namely testing the role of locus of control as a moderating effect of work-family conflict on work stress. The researcher proposed the hypothesis that locus of control weakened the effect of work-family conflict on work stress. The research sample consisted of 100 ASN Ministry of Health Staffing Bureau. The data taken is primary data collected by distributing questionnaires to respondents with the purposive sampling method. The results showed that work-family conflict against work stress (model 1 = sig <0.05 and unstandardized B 1,101, model 2 = sig <0.05 and Unstandardized B 1.147), and locus of control weakened the effect of work-family conflict on work stress (internal locus of control sig <0.05 and unstandardized B-019), external locus of control sig <0.05 and Unstandardized B -0.024). The practical implication of this research is that it can give a view to the leaders in the Ministry of Health's Civil Service Bureau about the effect of work-family conflict on the stress level of the ASN so that it can be considered by the leadership to reduce that influence.

Keywords: work-family conflict, work stress, locus of control.

1. INTRODUCTION

The government is currently very aggressively improving public services through bureaucratic reform. Bureaucratic reform is carried out based on three main components, namely institutional (organizational), management (business process), and human resources apparatus. In terms of apparatus human resources, the State Civil Apparatus (ASN) is required to work more professionally using merit systems based on qualifications, competencies, and performance (Ashari, 2007). This increase must be supported by a deeper understanding of the psychological aspects of ASNs to be able to work more professionally.

Psychological aspects are important because the demands of increasing professionalism have an impact on increasing workload and the complexity of tasks which increasingly have the potential to trigger role conflict, especially for ASNs with multiple roles, where one has more than one position or condition so that responsibilities are fulfilled (Indriyani, 2009). The role conflict that arises from the dual role is work-family conflict, which arises due to demands in work and roles in the family that cannot be aligned in several ways (Greenhaus & Beutell, 1985). Work-family conflict creates negative effects on individual well-being such as symptoms of depression, stress, physical health, and tension in family life (Kossek et al., 2011).

Work-family conflict is considered to be an important problem in today's business world (Roboth, 2015), so that many researchers are interested in discussing the conflict. Previous research examined the relationship between work-family conflict and several consequences that are considered potential, one of which is work stress (Fabienne, et al., 2011). Job stress is one of the main consequences of work-family conflict because it comes from the demands of roles that are not appropriate between work roles and family roles (Melisa, Bulent, & Meral, 2016).

The relationship between work-family conflict and its consequences becomes complex to study, so academics must be careful in concluding the relationship. The results of the study by Fabienne, et al. (2011) state that no meta-analysis provides a comprehensive review of the literature on three

* Email Address: hesty.frida89@gmail.com

things, one of which is the prospective variable that allows moderating. One variable that has a significant impact on moderating the effect of work-family conflict on work stress is personality factor, which is locus of control, because locus of control can be used to estimate certain behaviors or actions a person responds to events that are being experienced (Meutia, Adam and Nurpratiwi, 2018) and can influence employee orientation towards stress that is being faced (Melisa, Bulent, & Meral, 2016).

Various studies on the role of locus of control in relation to the effect of work-family conflict on work stress, including Melisa, Bulent, & Meral (2016), Michel, et al., (2010) who used locus of control as antecedents, Chen (2008) use locus of control as a mediating variable, but Spector (1982, 1986) argues that locus of control is a good moderation rather than mediating or antecedent. This is because personality influences the final consequences in the research model and is relatively settled in the individual. However, research on the effect of work-family conflict on work stress by using locus of control as moderating has not been done much, so this study will examine the effect of work-family conflict on work stress with locus of control as a moderating variable, which is carried out on ASN in the environment ministry of Health Staff Bureau.

2. MATERIAL AND METHODS

2.1 Literature Review

2.1.1 Work-Family Conflict

Khan et.al. (1964) develop role theory by linking it to organizational behavior, by emphasizing role theory on the nature of individuals as social beings who study behavior according to their position in an environment, one of which is the organizational environment. An individual can play more than one role in his life so that it becomes a factor that causes conflict and stress is quite high.

Work-Family Conflict is one form of conflict between roles that gives pressure or imbalance of roles between work and family (Greenhaus & Beutell, 1985). Furthermore, Greenhaus and Beutell identified work-family conflict into three types. First, Time-based conflict that occurs when the time used to do one role makes it difficult to fulfill expectations from other roles, for example, because of problems in the workplace, meetings outside the city, taking care of the household and so on (Hargis, et al., 2011). Second, Strain-based conflict which is a conflict that occurs when the role of the family influences work performance, or vice versa (role ambiguity or family conflict occurs). Third, the behavior-based conflict is a conflict that occurs when individual behavior patterns are not following what is expected by work or family.

2.1.2 Work Stress

Colquitt (2009) defines stress as a psychological response to demands for something faced that exceeds ability. Stress is seen as an adaptive response to a situation that is being felt like a challenge or threat to one's health. The adaptive response in question can be observed from psychological reactions (emotions) and physiological reactions (McShane and Glinow, 2005).

Robbins (2008) identifies three groups of factors that are potential sources of stress, namely environment, organization, and personality. Schuler and Jackson (1996) suggest that there are "4S" causes of stress, namely the Supervisor (boss/leader), Salary (salary), Security (security), and Safety (safety). In addition to the "4S" factor, individual personality is also a cause of stress, because it is influenced by values, past experiences, living conditions, intelligence, education and training, and learning.

2.1.3 Locus of Control

Locus of control is one of the personality variables (personality) which is defined as a person's perception of the source of his destiny (Robbins, 2006). According to Spector (1982), locus of control is closely related to motivation, effort, performance, job satisfaction, perception of work, and leadership style. The locus of control is divided into two, namely internal and external (Aube et al., 2007). Furthermore, Aube explained that internal locus of control focuses on a person's perception

that each event is under self-control and is caused by his actions. External locus of control focuses on a person's perception that each event is controlled by external factors such as luck and luck. It can be said that individuals with an internal locus of control have better performance than external locus of control (Patten, 2005).

2.2. Development of Hypotheses

2.2.1 Effect of Work-Family Conflict on Job Stress

Karakaş and Tezcan (2018) divide the effect of work-family conflict on stress into two main parts, first, work-family conflict that includes work-related problems (long working hours, lack of adequate supervision), and family-work conflicts that appears when family problems affect the implementation of work (caring for parents or as a single parent). Winardi (2003) states that conflicts that occur primarily at the individual level are strongly related to stress, so the hypothesis is formulated as follows:

H₁: Work-family conflict has a positive effect on work stress

2.2.2 Effect of Locus of Control on Work-Family Relations Conflict and Job Stress

Locus of control is one of the predictors of stress that can affect the achievement of the potential and welfare of employees. The theory of locus of control categorizes an individual into two, namely internal or external locus of control. Internal locus of control tends to be more directed and more active in controlling the conditions and conditions of work that are being experienced (Parkes, 1991), so the hypothesis is formulated as follows:

H_{2a}: Internal locus of control weakens the positive relationship between work-family conflict and work stress

Robinson, et al (1991) divide the external locus of control into powerful others (believing that the events experienced by individuals are determined by the people around them who have power) and change (believing that the events experienced are fate or luck). Individuals with an external locus of control are considered more difficult to control work-family conflict and are more prone to stress, so the hypothesis is formulated as follows:

H_{2b}: External locus of control strengthens the relationship between positive work-family conflict and work stress

The research framework that can describe the existence of relationships between variables is shown in Figure 1.

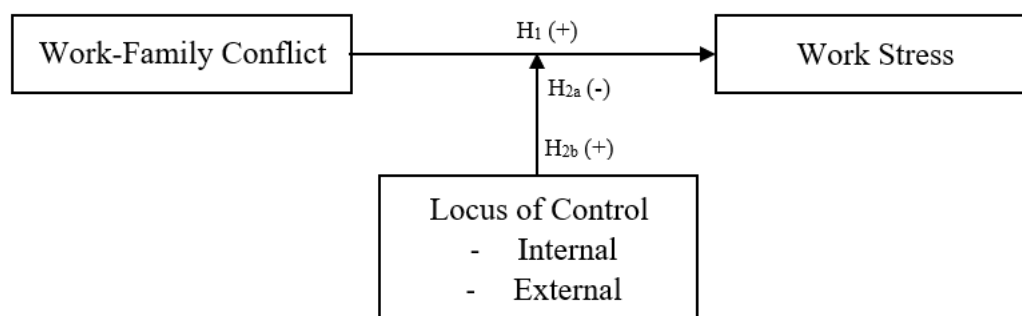


Figure 1. Research Model

2.3 Research Method

2.3.1 Data Collection Techniques

This research is explanatory research with a quantitative approach, which is testing hypotheses that have been formulated to determine the influence between the variables to be studied. The data sources used in this study are internal data in the form of primary data obtained by distributing questionnaires directly to respondents in the Ministry of Health's Civil Service Bureau and measured using a Likert scale.

The sample in this study was all ASNs in the Ministry of Health's Bureau of Civil Service, which numbered 126 people (SIMKA data as of May 10, 2019). The sampling method used was purposive

sampling (Suliyanto, 2018), with the criteria that the sample population members were married. Of the 126 questionnaires distributed, only 100 people returned and could be processed.

2.3.2 Operational Variables Definition

Work-family conflict

Work-family conflict is a conflict that occurs because of the role imbalance between responsibilities in the place of residence and the workplace (Boles et al., 2001). Greenhaus and Beutell identified work-family conflict into three types. The first time-based conflict, the indicator is that employees feel the time spent working while blocking the time needed to fulfill family obligations, employees find it difficult to divide the time between work and family. Both strain-based conflict, the indicator is that the tension experienced by employees often influences or disrupts family harmony, tension or disharmony in the family often disrupts employee performance. Third, behavior-based conflict, the indicator is family problems faced by employees causing employees to behave emotionally (irritable and quickly offended), problems in the work faced by employees often cause employees to behave emotionally at home (irritable and swift).

Work-family conflict variables were measured by adapting Netemeyer, Boles and Mcmurrian (1996), consisting of 10 items of questions, using a 5-point Likert scale ie 1 representing "strongly disagree" and 5 representing "strongly agree".

Work Stress

Job stress is defined as dysfunctional awareness or feelings of individuals caused by things that are uncomfortable, unwanted, or perceived as a threat in the workplace (Montgomery et al., 1996). Job stress is measured using the Perceived Stress Scale (PSS-10) designed by Cohen (1983). This scale is designed to measure the situation in an individual's life as a stress, which consists of 14 question items and 5 answer choices ranging from 1 representing "never" to 5 representing "very often".

Locus of Control

Locus of control is an individual belief in various factors that occur in life (Rotter, 1966), consisting of internal locus of control, the indicator is that everything that is achieved by individuals results from their efforts become leaders because of their abilities, individual success due to hard work, everything that an individual acquires is not because of luck, the individual's ability to determine events in life, the life of an individual is determined by his actions, and failures experienced by the individual due to his actions. External locus of control, the indicator is failure experienced by individuals due to dishonesty, far-reaching planning of futile work, events experienced in life are determined by people in power, individual success due to fate.

Locus of control was measured using a Work locus of control scale (WLCS) developed by Spector (1988) using a 5-point Likert scale, 1 representing "strongly disagree" and 5 representing "strongly agree".

2.4 Data Analysis Techniques

This study uses a moderation model with an internal locus of control and an external locus of control variables. The temporary hypothesis is the locus of control can be a variable that moderates the influence of work-family conflict on work stress. Because there are two moderating variables, the researcher tests using SPSS by separating the moderating variables and testing them into two separate models.

Testing model one is the dependent variable: job stress, independent variable: work-family conflict, internal locus of control, MRA_1 (X1.X3.int) (MRA_1 is an interaction variable between work-family conflict and internal locus of control). Testing the two models, namely dependent variables: work stress, independent variables: work-family conflict, external locus of control, MRA_1 (X1.X3.eks) (MRA_2 is an interaction variable between work-family conflict and external locus of control).

2.5 Result

2.5.1 Test Validity and Reliability

Validity test is used to measure the validity of each question item on the questionnaire (Sugiyono, 2006). To measure the level of validity that is by using the Bivariate Pearson correlation. The Bivariate Pearson coefficient is one formula that can be used to test the validity of the SPSS program (Table 1).

Table 1. Coefficient of Bivariate Pearson

Variable	Item	Pearson correlation	r table	Information
Work-family conflict	X1_1	.060	0.1654	Invalid
	X1_2	.102	0.1654	Invalid
	X1_3	.309	0.1654	Valid
	X1_4	.360	0.1654	Valid
	X1_5	.498	0.1654	Valid
	X1_6	.487	0.1654	Valid
	X1_7	.488	0.1654	Valid
	X1_8	.359	0.1654	Valid
	X1_9	.222	0.1654	Valid
	X1_10	.317	0.1654	Valid
Work Stress	X2_1	.027	0.1654	Invalid
	X2_2	.171	0.1654	Invalid
	X2_3	-.001	0.1654	Invalid
	X2_4	.321	0.1654	Valid
	X2_5	.374	0.1654	Valid
	X2_6	.328	0.1654	Valid
	X2_7	.234	0.1654	Valid
	X2_8	.429	0.1654	Valid
	X2_9	.342	0.1654	Valid
	X2_10	.495	0.1654	Valid
	X2_11	.351	0.1654	Valid
	X2_12	.351	0.1654	Valid
	X2_13	.205	0.1654	Valid
	X2_14	.236	0.1654	Valid
Locus of control	X3.int_1	.272	0.1654	Invalid
	X3.int_2	.483	0.1654	Invalid
	X3.int_3	.597	0.1654	Valid
	X3.int_4	.541	0.1654	Valid
	X3.eks_5	.442	0.1654	Valid
	X3.eks_6	.318	0.1654	Valid
	X3.int_7	.488	0.1654	Valid
	X3.eks_8	.454	0.1654	Valid
	X3.eks_9	.442	0.1654	Valid
	X3.eks_10	.424	0.1654	Valid
	X3.int_11	.520	0.1654	Valid
	X3.eks_12	.353	0.1654	Valid
	X3.eks_13	.317	0.1654	Valid
	X3.int_14	.631	0.1654	Valid
	X3.int_15	.674	0.1654	Valid
	X3.eks_16	.311	0.1654	Valid

Note :

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 1 shows the correlation between r count values (correlation between item scores and total scores) compared to r table values for each question item. Question items are declared valid if $r_{count} > r_{table}$, at a significance of 0.05. However, Sarwono (2006) states that testing validity must be done using factor analysis, where the main requirement is the value of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) greater than 0.5. (Table 2). Variables with MSA values above 0.5 are declared valid even though the results of the Bivariate Pearson Coefficient contain invalid question items so that all variables can still be used.

Table 2. KMO-MSA Test Results

Variable	Correlation	MSA	Information
Work-family conflict	0.5	.641	Valid
Work stress	0.5	.699	Valid
Internal locus of control	0.5	.610	Valid
External locus of control	0.5	.590	Valid

Reliability test was carried out by comparing the value of Cronbach's Alpha r_{table} value, the results showed that the value of a work-family conflict, locus of control, and work stress was reliable (Table 3). Based on these results, it can be concluded that the overall variables used in this study are valid and reliable.

Table 3. Reliability Test Results

No.	Variable	N of Item	Cronbach's Alpha	r table	Information
1	Work-family conflict (X1)	8	.314	0.1654	Reliable
2	Work stress (X2)	11	.423	0.1654	Reliable
3	Internal locus of control (X3int)	6	.652	0.1654	Reliab
4	External locus of control (X3eks)	8	.181	0.1654	Reliable

2.5.2 Hypothesis Test

This study uses a moderation model with an internal locus of control and an external locus of control variables. Because there are two moderating variables, the researcher tests using SPSS by separating the moderating variables and testing them with two separate models (Table 4).

Table 4. Regression Analysis

Dependent Variable	Model 1			Model 2		
	X1	X3.int	MRA_1 (X1.X3.int)	X1	X3.eks	MRA_2 (X1.X3.eks)
Work stress	1.101	.914	-.019	1.147	1.348	-.024
		$R^2 = .254$			$R^2 = .300$	
		F = 12.781			F = 15.822	
		Sig = .000			Sig = .000	

Testing model 1 shows the Adjusted R Square value (R^2) = .254, $F = 12,781$, $sig = .000$, and testing model 2 shows the Adjusted R Square value (R^2) = .300, $F = 15,822$, $sig = .000$ so that both statistically significant. Table 4 shows that work-family conflict has a positive effect on work stress (model 1 = $sig < 0.05$ and unstandardized B 1,101, model 2 = $sig < 0.05$ and Unstandardized B 1.147) so that it supports hypothesis 1. Results indicate Internal locus of control moderates work influence family conflict on work stress negatively ($sig < 0.05$ and unstandardized B -0.019) to support

hypothesis 2a, but the external locus of control was also found to moderate the relationship negatively (sig <0.05 and Unstandardized B=0.244), so hypothesis 2b is not supported.

2.6 Discussion

This study shows three important findings. First, the work-family conflict has a positive effect on work stress. This finding is consistent with the results of research conducted by Chiu, et.al., (1998), Melisa, Bülent, & Meral (2016), Karakaş and Tezcan (2018), and Agustina and Sudibya (2018). Second, internal locus of control has been shown to weaken the influence of work-family conflict on work stress. This finding shows that individuals with an internal locus of control tend to consider events that occur in their lives both success and failure derived from personality, ability, effort, and other factors that exist within themselves, so that someone with an internal locus of control considers himself as determinant and holder of control of his destiny. Individuals with an internal locus of control will more easily cope with and manage stress if there is work-family conflict.

However, the results of the third finding differ from those hypothesized. External locus of control is not proven to strengthen the influence of work-family conflict on work stress. This is because the ASN in the Ministry of Health's Bureau of Personnel does not see that conditions can influence his belief in performance achievement. Although there are demands for the professionalism that are thought to be able to generate work-family conflict and influence the emergence of work stress, the results of this study state that external locus of control is a factor that weakens work-family conflict relationships with work stress. The demands of professionalism faced by ASN in the Ministry of Health's Civil Service Bureau did not affect their belief in the condition. In addition, locus of control is also continuum and static, where no one is truly classified as internal or external and adjusts the situation experienced (Fadila: 2016).

2.7 Implications

It is hoped that this research can contribute to the development of knowledge about role conflict (work-family conflict) and its consequences in the field of human resources, which previously was more researched in the psychological field. Furthermore, it is hoped that this study can add to the literature on the role of moderation of locus of control as previously discussed by Spector (1982, 1986), and its implications for work stress as a consequence of work-family conflict.

The practical implication of this research is that it can provide a view of the leaders in the Ministry of Health's Personnel Bureau about the effect of work-family conflict on the stress levels of the ASNs so that the research results can be a consideration to reduce these influences.

2.8 Conclusion

This study supports previous studies which state that work-family conflict affects work stress, which is weakened by the locus of control of the employee's personal. However, not as hypothesized, external locus of control also weakens the effect of work-family conflict on work stress. Although personal characteristics with an external locus of control believe that everything that happens is out of control and is considered easy to give up, in this study ASN in the Ministry of Health's Personnel Bureau is not affected by work-family conflict experienced due to increased demands for professionalism.

2.9 Limitations and Future Research

This research is not maximal and still has limitations. In government organizations which are public sector organizations, locus of control especially external locus of control does not become a factor that can strengthen the occurrence of stress due to role conflict, because of the nature of bureaucratic, formal and tiered public organizations. So it is necessary to test the relationship in other sectors and choose other methods and measurement methods to strengthen the findings of personality factors in moderating a relationship.

REFERENCE

- Agustina, Reni., Sudibya, I Gde Adnyana. 2018. Pengaruh Work-Family Conflict Terhadap Stres Kerja Dan Kinerja Wanita Perawat di Rumah Sakit Umum Daerah Praya Lombok. *E-Jurnal Ekonomi dan Bisnis Universitas Udayana* 7.3 (2018):775-808
- Ayhan Karakaş and Nilüfer Şahin Tezcan. 2018. The Relation Between Work Stress, Work-Family Life Conflict, and Worker Performance: A Research Study on Hospitality Employees. *European Journal of Tourism Research* 21, pp. 102-11.
- Boles, J. H., Howard, W. G., & Donofrio, H. H., 2001. An investigation into the inter-relationships of work-family conflict, family work conflict, and work satisfaction. *Journal of Managerial Issues*, 13 (3), 376-390.
- Caroline Aube, et al., 2007. Perceived Organizational Support and Organizational Commitment, The Moderating Effect of Locus of Control and Work Autonomy. *Journal of Managerial Psychology* Vol. 22 No. 5, 2007 pp. 479-495.
- Chen, J. C. and C. Silverthorne. 2008. The Impact of Locus of Control on Job Stress, Job Performance and Job Satisfaction in Taiwan. *Leadership and Organization Development Journal*, 29 (7), 572-582.
- Cohen, S., Kamarck, T., Mermelstein, R. (1983). A global measure of perceived stress. *Journal of Health and Social Behavior*, 24, 385-396.
- Colquitt, Jason A., Lepine, Jeffery A. & Wesson, Michael J. (2009). *Organizational Behavior. Improving Performance and Commitment in the Workplace*. New York: McGraw-Hill/Irwin.
- Edy Topo Ashari. *Reformasi Pengelolaan SDM Aparatur, Prasyarat Tata Kelola Birokrasi yang Baik*. Badan Kepegawaian Negara.
- Ellen Ernst Kossek et al., 2011. How Work-Family Research Can Finally Have an Impact in Organizations. *Industrial and Organizational Psychology*, 4 (2011), 352-369.
- Fabienne T. Amstad, et al., 2011. A Meta-Analysis of Work-Family Conflict and Various Outcomes With a Special Emphasis on Cross-Domain Versus Matching-Domain Relations. *Journal of Occupational Health Psychology* 2011, Vol. 16, No. 2, 151-169.
- Fadila. 2016. Mengembangkan Motivasi Belajar Melalui Locus of Control dan Self Esteem. *Jurnal Pendidikan Islam* vol. 1, no 01, 2016 STAIN Curup – Bengkulu | p-ISSN 2548-3390; e-ISSN 2548-3404
- Greenhaus, J.H. and Beutell, N.J. (1985). Sources of conflict between work and family roles. *Academy of Management Review*, 10, 76-88.
- Indriyani, A. 2009. Pengaruh konflik peran ganda dan stres kerja terhadap kinerja perawat wanita rumah sakit: studi pada rumah sakit Roemani Muhammadiyah Semarang. Tesis yang tidak dipublikasikan, Universitas Diponegoro, Semarang.
- Jesse S. Michel, et al., 2010. Antecedent of Work-Family Conflict: A Meta-Analytic Review. *Journal of Organizational Behavior*,

- J. Winardi. 2003. Teori Organisasi & Pengorganisasian. Rajawali Press.
- Kahn, R.L, et.al., 1964. Organizational Stress: Studies in Role Conflict and Role Ambiguity. Wiley.
- McShane, Steven L., dan Glinow Von, Mary Ann. 2005. Organizational Behavior. 3rd edition. McGrawHill. USA.
- Melisa, Bülent, & Meral. 2016. Effects of Family-Work Conflict, Locus of Control, Self Confidence and Extraversion Personality on Employee Work Stress. Published by Elsevier Ltd. Procedia - Social and Behavioral Sciences 235 (2016) 269 – 280.
- Michael B. Hargis, et al., 2011. What's Really Important? Examining the Relative Importance of Antecedents to Work-Family Conflict. Journal of Managerial Issues Vol. XXIII Number 4 Winter 2011: 386-408
- Montgomery, D.C., Blodgett, J.G. and Barnes, J.H. 1996. A Model of Financial Securities Salespersons' Job Stress. The Journal of Services Marketing, Vol. 10 No. 3, pp. 21-34
- Netemeyer, R.G., Boles, J. S. and and Mcurrrian, R.. 1996. Development and Validation of Work-Family Conflict and Family-Work Conflict Scales. Journal of Applied Psychology, Vol. 81. No. 4, 400-410.
- Parkes, K. R. 1991. Locus of control as moderator: An explanation for additive versus interactive findings in the demand-discretion model of work stress?. British Journal of Psychology, 82(3), 291–312.
- Patten, D. M. 2005. An Analysis of the Impact of Locus of Control on Internal Auditor Job Performance and Satisfaction. Managerial Auditing Journal, 20 (8), 1016-1029.
- Randy K. Chiu, et.al. 1998. Effects of role conflicts and role satisfactions on stress of three professions in Hong Kong: a path analysis approach. Journal of Managerial Psychology, Vol. 13 No. 5/6, 1998, pp. 318-333
- Robbins, S. P. 2006. Perilaku Organisasi. Edisi Kesepuluh. Jakarta: PT. Indeks Kelompok Gramedia.
- Robbins, S. P. dan T. A. Judge. 2008. Perilaku Organisasi: Organizational Behaviour. Jakarta: Salemba Empat.
- Robinson, et.al., 1991. Measure of Personality and Social Psychological Attitudes. California: Academic Press, Inc.
- Roboth, J.Y. 2015. Analisis Work Family Conflict, Stres Kerja Dan Kinerja Wanita Berperan Ganda pada Yayasan Compassion East Indonesia. Jurnal Riset Bisnis dan Manajemen, 3(1), 33-46.
- Rotter, J. B. 1966. Generalized Expectancies for Internal Versus External Control Reinforcement. Psychological Monographs, 80 (1), 169-214.
- Sarwono jonathan. 2006. Metode Penelitian Kuantitatif dan Kualitatif. Yogyakarta: Graha Ilmu.
- Schuler, Randal S. dan Jackson, Susan E, 1996, Manajemen Sumber Daya Manusia Menghadapi Adab ke 21. Jilid 2. Edisi ke Enam. Jakarta: Erlangga.

- Spector, E.Paul. 1982. Behavior in organizations as a function of employee's locus of control. Psychological Bulletin, vol 91 (3), pp 482-497.
- Spector, E.Paul. 1986. Perceived Control by Employees: A Meta-Analysis of Studies Concerning Autonomy and Participation at Work. Human Relations, Volume 39, Number 11, PP.1005-1016.
- Spector, P. E. (1988). Development of the work locus of control scale. Psychological of Occupational Psychology, 61, 335-340.
- Sugiyono. 2006. Metode Penelitian Kuantitatif, Kualitatif dan R & D. Bandung: Alfabeta.
- Suliyanto. 2018. Metode Penelitian Bisnis Untuk Skripsi, Tesis, & Disertasi. Edisi 1. Yogyakarta: Andi Offset (Anggota IKAPI).