

THE INFLUENCE OF ORGANIZATIONAL COMMUNICATION AND LOCUS OF CONTROL ON THE LEVEL OF JOB INSECUTION

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Abstract

This study aims to examine the influence of organizational communication and locus of control on job insecurity in the workplace. A quantitative approach with a descriptive method was used, involving 104 respondents from various companies. Data were collected through questionnaires consisting of scales for organizational communication, locus of control, and job insecurity. Validity and reliability tests indicated that the instruments used were highly consistent internally and valid for measuring the variables studied. Multiple linear regression analysis showed that organizational communication and locus of control significantly affect job insecurity. Organizational communication had a coefficient of 0.178, while locus of control had a coefficient of 0.090. These results indicate that improvements in organizational communication and locus of control will reduce the level of job insecurity in the workplace. This study provides insights for company management to design effective communication strategies and consider locus of control factors in efforts to reduce job insecurity. The practical implications of these findings highlight the need for management to enhance organizational communication and strengthen employees' locus of control to create a more stable work environment that supports employees' psychological well-being. The study contributes theoretically by adding to the literature on the impact of organizational communication and locus of control on job insecurity, and offers practical guidance for companies in managing human resources in an era of globalization and rapid technological changes.

Keywords: *Organizational Communication, Locus Of Control, Job Insecurity*

INTRODUCTION

The complex dynamics of the modern work environment pose serious challenges to employees' psychological well-being. Globalization, technological change and economic uncertainty create a dynamic and often unpredictable work landscape. In the midst of this change, organizational communication becomes crucial in shaping employees' perceptions of the stability of their jobs. This is supported by theories which state how communication within an organization influences the decision-making process, organizational culture, and the relationship between leaders and subordinates. Effective communication within an organization creates better understanding, reduces ambiguity, and increases employee trust in management. Because if it can be described well, it can indirectly describe the organization as a complex system of various interrelated components. Communication is considered an important flow of information in maintaining balance and coordination in the system. Uncertainty or lack of communication can result in instability and confusion among employees. Apart from that, there are theories which emphasize that the relationship between individuals and organizations is the result of mutually beneficial exchanges. Effective communication within an organization can improve employee welfare and satisfaction, strengthen exchange relationships, and in turn, form a positive perception of job stability which indirectly illustrates that good communication can increase employee engagement by providing clear information about policies, organizational changes, and developments that may affect the stability of their employment. Nowadays, every industry

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that employs a large number of people always tries to prioritize existing Human Resource Management which emphasizes the importance of human resource management in creating a work environment that supports employees. Effective organizational communication between management and employees can help build trust, facilitate necessary organizational changes, and alleviate job uncertainty. So theoretically, effective and transparent organizational communication not only provides the necessary information, but also creates a sense of trust and clarity among organizational members. However, conversely, a lack of clear communication can create an atmosphere of uncertainty, fueling concerns about job continuity, known as job insecurity.

Job insecurity has been shown to have a significant impact on the psychological well-being of individuals in the workplace. High levels of job-related uncertainty can lead to increased stress, anxiety, and job dissatisfaction. The competition between the number of job seekers and the workers who are already working, who compete with each other in getting jobs and maintaining their jobs, can cause a lot of worry for every worker. These concerns, if not addressed wisely, will give rise to feelings of anxiety about losing their jobs for these workers, whereas in this company, workers must comply with the policy of working according to their respective professions and they must be able to be firm in their hearts, so that workers do not feel anxious. and are worried about losing their jobs due to the increasing number of job seekers.

Several psychology and human resource management theories support the concept that job insecurity can have a significant impact on an individual's psychological well-being at work. As Organizational Stress Theory emphasizes that job uncertainty can cause stress in the workplace. Ongoing stress due to uncertainty can lead to psychological impacts such as increased anxiety, depression and reduced emotional well-being. So it supports that job insecurity is considered a source of stress that can produce negative effects on employee mental well-being. Job insecurity is a condition of being unable to maintain desired continuity in a threatening work situation. Helplessness in considering work continuity can cause someone to become stressed and cause role ambiguity, giving rise to many employees experiencing job insecurity.

Job insecurity in a person will give rise to various negative impacts both in psychological and non-psychological aspects. Among the psychological aspects that emerge include decreased job satisfaction, decreased creativity, feelings of sadness and guilt, worry and even anger. Apart from that, this feeling of insecurity will have an impact on the employee's desire to leave the company (intention to quit) (Wijaya, 2010). Dooley (in Setiawan & Hadianto, 2010), states that perceptions of job certainty and security will determine a person's psychological condition. This feeling of insecurity will ultimately trigger depression, work stress, anxiety, feelings of worthlessness, hopelessness, reduced self-confidence, and disrupt the mental quality of workers.

These feelings of anxiety and worry arise in every individual when facing a problem. If these feelings of anxiety and worry are left untreated then this can affect all events related to him and his work. This statement is in line with the opinion of Greenhalgh and Rosenblatt (in Noviarini, 2013) who state that Locus of Control is each individual's belief about his ability to influence all events related to him and his work. This opinion is also in line with Kreitner and Kinicki, (in Noviarini, 2013) who state that Locus of Control consists of two constructs, namely internal and external, where if someone believes that what happens is always under their control and always takes a role and is responsible. in every decision making is included in the internal Locus of Control, while someone who believes that events in their life are outside their control is included in the external Locus of Control. Spector (in Noviarini, 2013), also stated that based on the Locus of Control theory, someone who feels uncomfortable in a particular cultural environment will experience helplessness and worry. Based on several opinions above, it is known that feelings of

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anxiety and worry are an indication of Locus of Control. Apart from that, Locus of Control has an important role as it is a concept that a person can use to control the control they have over themselves. And it is a benchmark for the extent to which workers as individuals have power over every choice and event they experience in their daily work environment. This concept was first proposed by psychologist Julian Rotter in 1954. Locus of Control can influence various aspects of a person's life, including how they respond to challenges, motivation, mental well-being, and the ability to cope with stress. In several personality theories, some emphasize that individuals with low levels of uncertainty may be more susceptible to the negative impacts of job insecurity. Personalities who tend to be anxious or less tolerant of uncertainty can experience greater psychological impacts. So it is important to assess individual coping strategies in dealing with stress and pressure. Because job insecurity can trigger unhealthy coping efforts, such as avoidance or denial, which in turn can affect psychological well-being.

Therefore, this research aims to fill this knowledge gap by involving in-depth analysis by considering the influence between organizational communication, Locus of Control and Job insecurity. This research is expected to provide sharper insight for organizational management in designing more effective communication strategies. These efforts are directed at creating a more stable work environment, supporting employee psychological well-being, and reducing the potential for conflict between groups in the workplace. This research not only has significant practical implications for human resource management, but is also relevant to the increasingly complex dynamics of modern organizations and demands an in-depth understanding of the impact of job uncertainty on psychological well-being and relationship dynamics in the workplace.

RESEARCH METHODS

This type of research uses a survey approach, identification of research variables consisting of vbound variable ieJob Insecurity (Y) while the independent variables are Organizational Communication (X1) and Locus of Control (X2). operational definitions of research variables, research subjects, data collection methods, validity and reliability of measuring instruments, and data analysis methods. Population is the total number consisting of objects or subjects that have certain characteristics and qualities determined by researchers to be studied and then conclusions drawn (Sugiyono, 2017). In this study, 162 samples were taken based on random sampling techniques.

The data collection method is obtained through scale instruments. According to Azwar (2015) a psychological scale is a measuring tool that measures aspects or attributes of psychological samples through behavioral indicators which are translated into question items or statements. The data required in this research was obtained through three types of scale instruments, namely Job Insecurity, Locus of Control and Organizational Communication.

RESEARCH RESULT

Normality Test Results with Kolmogorov Smirnov

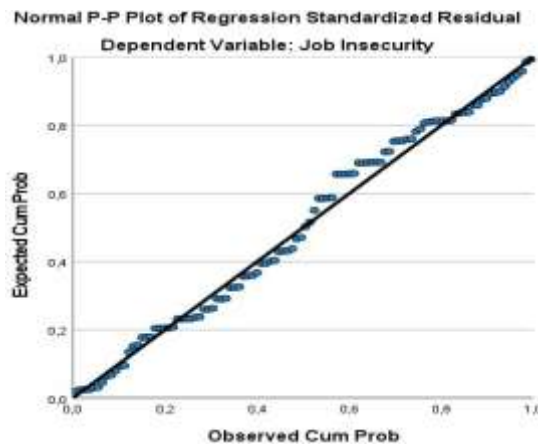
One-Sample Kolmogorov-Smirnov Test
Unstandardized Residuals

N		104	
Normal Parameters, b	Mean	,0000000	
	Std. Deviation	,94651973	
Most Extreme Differences	Absolute	,091	
	Positive	,047	
	negative	-,091	
Statistical Tests		,091	
Asymp. Sig. (2-tailed)		,339	
Monte Carlo Sig. (2-tailed) Sig.		,031	
	99%	Lower Bound	,027
	Confidence	Upper Bound	,036
	Interval		

- a. Test distribution is Normal.
- b. Calculated from data.

Source: Data processed with SPSS

Based on the results of the normality test with Kolmogorov Smirnov, it can be seen that the Asymp. Sig. (2-tailed) was $0.33 > 0.05$, which means that in this study the distribution of the data obtained was normal. With normal data distribution, researchers can be more confident in applying parametric statistical methods to analyze data, which generally have higher power than non-parametric methods. Normal data distribution conditions also indicate that the data is evenly distributed around the mean, which makes it easier for researchers to identify significant patterns and relationships between the variables studied. Thus, these findings provide a strong basis for pursuing further statistical analysis



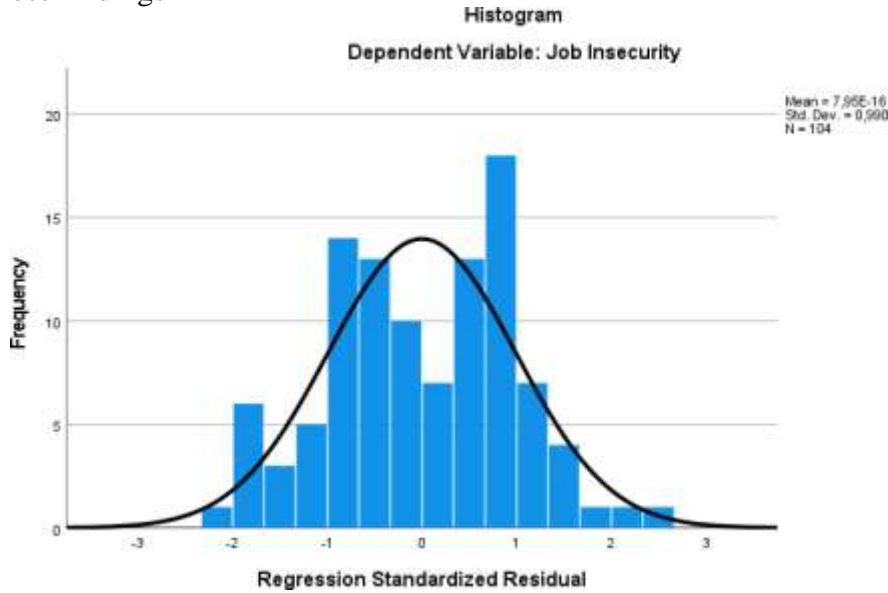
Source: Data processed with SPSS
Normality Test Results with PP Plot

Based on the results of the normality test with PP Plot, it can be seen that the plot spreads following a diagonal line or between diagonal lines, which means that in this study

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the data distribution obtained is normal. With normal data distribution, researchers can be more confident in applying parametric statistical methods to analyze data, which generally have higher power than non-parametric methods. Normal data distribution conditions also indicate that the data is evenly distributed around the mean, which makes it easier for researchers to identify significant patterns and relationships between the variables studied. Thus, these findings



Source: Data processed with SPSS
Normality Test Results with Histogram

Based on the results of the normality test with Histogram, it can be seen that the histogram is not skewed to the left or right, which means that in this study the data distribution obtained is normal. With normal data distribution, researchers can be more confident in applying parametric statistical methods to analyze data, which generally have higher power than non-parametric methods. Normal data distribution conditions also indicate that the data is evenly distributed around the mean, which makes it easier for researchers to identify significant patterns and relationships between the variables studied. Thus, these findings. The results of the multicollinearity test in this study can be seen in the table

Multicollinearity Test Results

Model	Coefficients ^a			Collinearity Statistics	
	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	Tolerance	VIF
1 (Constant)	1,427	3,142			
Organizational Communication	,178	,049	,331	,998	1,002
Locus of Control	,090	,031	,266	,998	1,002

c. Dependent Variable: Job Insecurity

Source: Data processed with SPSS

Based on the results of the multicollinearity test in this research, it can be seen that organizational communication has a tolerance value of 0.99 > 0.1 with a VIF value of 1.00 < 10 and locus of control has a tolerance value of 0.99 > 0.1 with a VIF value equal to 1.00

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< 10. This shows that there are no symptoms of multicollinearity between the variables in this study. Low multicollinearity is an indication that the independent variables in a regression model do not have a highly linear relationship with each other, which is important to ensure that the estimated regression coefficients can be interpreted clearly and precisely. In the absence of multicollinearity, researchers can have greater confidence in the reliability of the model in explaining variability in the dependent variable. The results of the heteroscedasticity test in this research can be seen in the table

**Heteroscedasticity Test Results
Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1,273	1,699		,750	,455
Organizational Communication	-.005	,026	-.019	-,188	,851
Locus of Control	-.004	,017	-.026	-,258	,797

d. Dependent Variable: ABS

Source: Data processed with SPSS

Based on the results of the heteroscedasticity test in this research, it can be seen that organizational communication has a significance value of 0.85 > 0.05 and locus of control has a significance value of 0.79 > 0.05. This shows that there are no symptoms of heteroscedasticity between the variables in this study. Heteroscedasticity is a condition in which the error variance of a regression model is not constant, which can result in inefficient parameter estimates and biased conclusions. In the absence of heteroscedasticity, the regression model can be relied upon to provide accurate parameter estimates and valid conclusions regarding the relationship between the variables in this study. The absence of symptoms of heteroscedasticity also strengthens the belief that the analytical model used is suitable for the existing data, thereby providing a strong basis for continuing to interpret the results and practical implications of the research findings. The results of the multiple linear regression analysis in this research can be seen in the table

**Results of Multiple Linear Regression Analysis
Coefficientsa**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1,427	3,142		,454	,651
Organizational Communication	,178	,049	,331	3,650	,000
Locus of Control	,090	,031	,266	2,938	,004

a. Dependent Variable: Job Insecurity

Source: Data processed with SPSS

Based on the results of multiple linear regression analysis in this research, a multiple linear regression equation can be created as follows:

$$Y = 1.427 C + 0.178 X1 + 0.090 X2$$

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Through the multiple linear regression equation, the following explanation can be explained:

1. A constant value of 1.427 means that when organizational communication and locus of control have a value of 0 (zero) or do not exist, then job security has a value of 1.427. This shows that there are other factors that are related to job insecurity besides organizational communication and locus of control.
2. The organizational communication coefficient value of 0.178 means that when the organizational communication value increases by 1 (one), the job insecurity value will increase by 0.178. A positive coefficient value means that in this study organizational communication has a positive relationship with job insecurity.
3. The locus of control coefficient value of 0.090 means that when the locus of control value increases by 1 (one), the value of job insecurity will increase by 0.090. A positive coefficient value means that in this study locus of control has a positive relationship with job insecurity.

Partial Significance Test Results (t-Test)

The results of the partial significance test (t-test) in this research can be seen in the table

Partial Significance Test Results (t-Test)
Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1,427	3,142		,454	,651
Organizational Communication	,178	,049	,331	3,650	,000
Locus of Control	,090	,031	,266	2,938	,004

e. Dependent Variable: Job Insecurity

Source: Data processed with SPSS

Based on the results of the partial significance test (t-test) in this research, it can be seen that organizational communication has a calculated t value of 3.650 > t table 1.660 with a significance value of 0.00 < 0.05, which means that in this research organizational communication has a positive and significant effect. against job insecurity. Locus of control has a calculated t value of 2.938 > t table 1.660 with a significance value of 0.00 < 0.05, which means that in this study locus of control has a positive and significant effect on job insecurity.

Simultaneous Significance Test Results (F-Test)

The results of the simultaneous significance test (F-test) in this research can be seen in the table

Simultaneous Significance Test Results (F-Test)
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19,261	2	9,630	10,541	,000b
	Residual	92,278	101	,914		
	Total	111,538	103			

f. Dependent Variable: Job Insecurity

g. Predictors: (Constant), Locus of Control, Organizational Communication

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Source: Data processed with SPSS

Based on the results of the simultaneous significance test (F-test) in this study, it can be seen that the calculated F value was $10.54 > t$ table 1.660 with a significance value of $0.00 < 0.05$, which means that in this study organizational communication and locus of control positive and significant effect on *jobsinsecurity*.

Results of the Coefficient of Determination (R²). The results of the coefficient of determination (R²) in this research can be seen in the table

Coefficient of Determination Results (R²)

Model Summary b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,416a	,173	,156	,956

h. Predictors: (Constant), Locus of Control, Organizational Communication

i. Dependent Variable: Job Insecurity

Source: Data processed with SPSS

Based on the results of the coefficient of determination (R²) in this study, it can be seen that the Adjusted R Square value was 0.156, which means that in this study organizational communication and locus of control contributed 15.6% to job insecurity, and the remaining 84.4% was influenced by by other variables outside this research.

DISCUSSION

The Influence of Organizational Communication on the Level of Job Insecurity

Based on the results of this research, it is known that organizational communication has a positive and significant effect on the level of job insecurity. This was concluded based on the results of the partial significance test (t-test) with a calculated t value of 3.650 > t table 1.660 with a significance value of $0.00 < 0.05$. Organizational communication can influence the level of job insecurity in a significant and positive way because effective communication can provide clarity and transparency regarding employee roles, responsibilities and future employment. When management consistently provides accurate information about the company's condition and future prospects, employees feel more secure and confident in their positions. Open communication helps reduce uncertainty and speculation, which are often the main causes of job insecurity. Thus, good communication ensures that employees have a clear understanding of the situation and how they can contribute, thereby reducing feelings of insecurity regarding their work.

In addition, effective communication within an organization also strengthens the relationship between employees and management. When communication is two-way, employees feel valued and heard. They have the opportunity to voice concerns and get constructive feedback. Good relationships between employees and management create a positive and supportive work environment, which can reduce feelings of job insecurity. Employees who feel supported tend to be more confident in their roles and more resistant to changes that may occur in the organization.

Good organizational communication also facilitates adaptation to change. In situations where organizational change is inevitable, such as restructuring or policy changes, clear and timely communication can help employees understand the reasons behind the change and how it will affect them. When employees have the information they need to prepare for change, they feel more in control and able to manage uncertainty. Thus, effective communication not only reduces the level of job insecurity, but also increases employee resilience in facing change.

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The Influence of Locus of Control on the Level of Job Insecurity

Based on the results of this research, it is known that locus of control has a positive and significant effect on the level of job insecurity. This was concluded based on the results of the partial significance test (t-test) with a calculated t value of $2.938 > t$ table 1.660 with a significance value of $0.00 < 0.05$. Locus of control is a psychological concept that refers to the degree to which individuals believe they have control over events that affect their lives. In the work context, internal locus of control means that individuals feel that they can influence the results of their work through personal effort and ability, while external locus of control means that individuals feel that external factors, such as fate or luck, play a greater role. When employees have a strong internal locus of control, they tend to feel more responsible and in control of their work situations. This can have a positive and significant effect on job insecurity because employees feel that they can influence their own work results and job stability.

Employees with a high internal locus of control tend to be more proactive in dealing with challenges and finding solutions to the problems they face. They see changes and challenges at work as opportunities to learn and grow, not as threats. This makes them more prepared and confident in facing uncertainty, thereby reducing feelings of job insecurity. In contrast, employees with an external locus of control may feel more anxious and helpless in dealing with changes in the workplace, because they feel they have no control over the outcomes that occur. *Locus of control* internal can motivate employees to improve their skills and competencies. Employees who believe they can influence their destiny through their own efforts are more likely to take initiative in self-development, such as taking additional training or taking on new responsibilities. This not only increases their value in the eyes of the company, but also gives them a sense of security and confidence in keeping their jobs. Thus, a strong internal locus of control can reduce feelings of job insecurity by increasing the individual's self-confidence and ability to overcome work challenges.

The Influence of Organizational Communication and Locus of Control on the Level of Job Insecurity

Based on the results of this research, it is known that organizational communication and locus of control have a positive and significant effect on the level of job insecurity. This was concluded based on the results of the partial significance test (t-test) with a calculated F value of $10.54 > t$ table 1.660 with a significance value of $0.00 < 0.05$. Then, based on the results of the coefficient of determination (R²) in this research, it can be seen that the Adjusted R Square value was 0.156, which means that in this research organizational communication and locus of control contributed 15.6% to job insecurity, and the remaining 84.4% influenced by other variables outside this research. When organizational communication and locus of control work simultaneously, both can have a significant positive effect on the level of job insecurity. Effective communication within an organization provides clarity and reduces uncertainty for employees, while an internal locus of control helps individuals feel in control of their work situations. The combination of the two creates an environment where employees feel more confident and confident in their position and job prospects. Open and transparent communication provides the information necessary to make informed decisions, while an internal locus of control encourages employees to take initiative and take responsibility for their actions.

With good communication, employees not only understand their roles and responsibilities better but also know how their contributions are assessed by management. When employees feel heard and can access important information about organizational developments, they feel more connected and motivated to contribute positively. At the same time, employees with a strong internal locus of control tend to see this

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communication as a tool to empower themselves to face challenges and seize opportunities at work. This reduces feelings of job insecurity because employees feel they have influence and an active role in the organization. The 15.6% contribution of organizational communication and locus of control to job insecurity shows that these factors have a significant influence but are not the only determinant in overcoming job insecurity. This means that although communication and locus of control are important, there are other factors such as economic conditions, organizational policies and company culture that also influence the level of job insecurity. However, by understanding and utilizing organizational communications and strengthening internal locus of control, organizations can reduce much of the uncertainty employees feel. Efforts to improve these two aspects can significantly improve employees' well-being and job satisfaction, as well as reduce feelings of insecurity related to their work.

CONCLUSION

1. Organizational communication has a positive and significant effect on the level of job insecurity
2. *Locus of control* has a positive and significant effect on the level of job insecurity.
3. Organizational communication and locus of control have a positive and significant effect on the level of job insecurity.

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