

# The Effect of Locus of Control, S5

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## **The Effect of Locus of Control, Total Quality Management on Employee Performance with Job Satisfaction as Intervening Variable**

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### **Abstract**

This study aims to determine the effect of Locus of Control, Total Quality Management on Employee Performance with Job Satisfaction as Intervening Variable. The object of research is the Padang UNAND Hospital. Data was obtained by distributing questionnaires to employees. Analysis Data by Path Analysis. Based on the results of this test indicate that (1) there is a positive and significant influence between Locus of Control on Job Satisfaction at Padang UNAND Hospital (2) there is a positive and significant influence between Total Quality Management on Job Satisfaction at Padang UNAND Hospital (3) there is a positive and significant influence between Locus Of Control on Employee Performance at Padang UNAND Hospital (4) There is a positive and significant influence between Total Quality Management on Employee Performance at Padang UNAND Hospital (5) There is a positive and significant influence between Job Satisfaction on Employee Performance at Padang UNAND Hospital (6) Job Satisfaction does not mediate Locus of Control on Employee Performance at Padang UNAND Hospital (7) Job Satisfaction does not mediate Total Quality Management on Employee Performance at Padang UNAND Hospital.

**Keywords:** Locus of Control, Total Quality Management, Job Satisfaction, Employee Performance

### **1. Introduction**

Human resources are one of the important factors in contributing to realizing the company's goals. In addition, human resources are expected to be able to provide functions that are positive for the company, society and individual interests. The achievement of the company's goals and the ability to compete will depend on the good and the bad of the human resource development program implemented by the company. Therefore, in organizational activities, be it a company or a health agency, of course, it requires human resources that support efforts to achieve the goals that have been set by the community. This is understandable because all organizational activities in achieving their goals depend on adequate human resources to drive all activities carried out within the organization.

Hospitals are an integral part of the overall health care system that is developed through a health development plan, so that hospital development cannot be separated from health development policies. This interrelationship is clearly seen from the vision of health development, namely Healthy Indonesia 2010 which is manifested in HR which also has an obligation to manage employee stress levels in order to produce

maximum performance. Stress can have a negative effect on a person's ability to handle the environmental conditions that are being faced. In accordance with its understanding, stress is a condition resulting from subjective appreciation of individuals and the work environment that can threaten and stress psychologically, physiologically, and individual attitudes. Some service units at home include emergency units, outpatient units, inpatient units, and medical support. In order to produce excellent service, the hospital has a good system in operating it with quality human resources, from doctors, nurses to medical record officers.

Workers who are satisfied at work, they will try with all their abilities to complete the tasks assigned to them, so that the work results of health workers will increase optimally, (Putra, (2016); Putra, R. B., & Boide, B. (2018). The more satisfied workers, the more productive and creative they are. Health worker satisfaction has a positive relationship with patient satisfaction and contributes to continuity of care.

According to Moehettriono (2014: 95) performance is a picture of the level of achievement of an implementation of an activity program or policy in

realizing the goals, objectives, vision and mission of the organization that is poured through the planning of an organization. Performance can be known and measured if an individual group of employees has been able to have criteria or benchmark measurement standards. According to Triatna (2015: 113) individual satisfaction allows him to push himself to work higher. Individual performance refers to individual work performance that is set based on standards or criteria that have been set by an organization.

According to Rotter (in Verosa 2015) locus of control is a personality (personality) which is identified as an individual's belief in his or her ability to control one's own destiny (destiny). Meanwhile, according to Ivancevich (2014) internal locus of control is an individual who has the belief that when they work hard they will produce and believe that people who fail are due to a lack of motivation within themselves. Individuals have a lot of hope in themselves and are identified as being more likely to have skill potential than just externals are individuals who believe that luck, chance, destiny or the behavior of others determine what happens to them, other individuals with forces beyond their control.

According to Peter and Donnelly (Wibowo, 2016:122) Total Quality Management (TQM) is an organizational commitment to satisfy customers by continuously improving every business process related to the delivery of goods and services.

Basically quality management (Quality Management) or integrated quality management (TQM) is defined as a way of continuously improving performance (continuous performance improvement) at every level of operation or process, in every functional area of an organization, using all human resources, and available capital. Meanwhile, according to Bill Chreech, Total Quality Management (TQM) is an approach in running a business that tries to maximize organizational competitiveness through continuous improvement of products, services, people, processes, and the environment. In short, TQM is a management system that promotes quality as a business strategy and is customer satisfaction oriented by involving all members of the organization. The goal is to ensure that customers are satisfied with the goods and services provided, and ensure that no party is harmed.

According to Sutrisno (2013: 73) job satisfaction is a problem that is quite interesting and important, because it has proven to be of great benefit to the interests of individuals, industry and society. For individuals, research on the causes and sources of job satisfaction allows efforts to increase their happiness in life. From the above opinion, it can be concluded that employee job satisfaction is a pleasant emotional attitude and likes their work. This attitude is reflected by work morale, discipline and work performance. According to Rivai (3013) job satisfaction is a need that

always increases from time to time and humans always try with all their abilities to satisfy these needs. According to Hamili (2016: 98) performance is about doing work and the results to be achieved from the work. According to Zainal (2014: 447) performance is a complete state display of the company during a certain period of time, it is a result or achievement that is influenced by the company's operational activities in utilizing the resources it has. Performance is a general term used for part or all of the actions or activities of an organization over a period with reference to a number of standards such as past or projected costs, by definition, management responsibility and accountability.

Based on the descriptions that have been put forward in the previous discussion as a basis for formulating hypotheses, the research framework presented in figure 1 below.

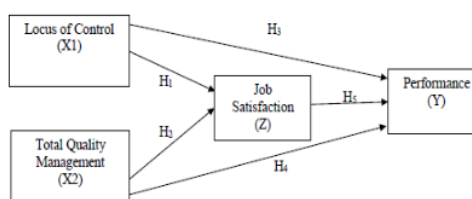


Figure 1. Research Framework

Based on conceptual framework. The hypotheses of this research as follows:

- H1:** There is a positive and significant influence between Locus of Control on Job Satisfaction at Padang UNAND Hospital
- H2:** There is a positive and significant influence between Total Quality Management on Job Satisfaction at Padang UNAND Hospital.
- H3:** There is a positive and significant influence between Locus of Control on Employee Performance at Padang UNAND Hospital.
- H4:** There is a positive and significant influence between Total Quality Management on Employee Performance at UNAND Padang Hospital
- H5:** There is a positive and significant influence between Job Satisfaction on Employee Performance at Padang UNAND Hospital
- H6:** Job Satisfaction mediates Locus of Control on Employee Performance.
- H7:** Job Satisfaction mediates Total Quality Management on Employee Performance

#### Method

Data collection methods consist of 1) Field Research, namely research by conducting directly to the

company's location with the aim of obtaining data and information through interviews, observations and questionnaires. 2) Literature research, namely efforts to obtain data by the author through books as a theoretical basis for research.

The data collection technique used in this research is by using a questionnaire, namely data collection is done by asking questions to the employees of Padang UNAND Hospital. The population in this study were all 40 employees of Padang UNAND Hospital. The number of samples from the population above was taken using the total sampling method. Descriptive analysis here is used to provide an overview of the research variables. The descriptive statistics used include; minimum, maximum, mean and standard deviation. Inductive data analysis used classical assumption test consisting of validity test, reliability test, normality test, heteroscedasticity test, multicollinearity test and multiple regression test. Hypothesis test consists of F test and t test. To calculate the direct and indirect effects, path analysis is used

**Result and Analysis**

**Result**

This research includes survey research, namely by collecting primary data from a sample of a population using a processed questionnaire instrument. In this study, the population used as research subjects was the employees of Padang UNAND Hospital. Sampling in this study used a probability sampling technique with total sampling, which is a sampling technique that provides equal opportunities for each member to be taken as a sample. So that every member of the population has the same opportunity to become a member of the research sample. The results of distributing questionnaires with a return rate of 100%.

The results of the normality test are in table 1 below:

**Table 1. Normality Test Result**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		40
Normal Parameters <sup>a</sup>	Mean	.0000000
	Std. Deviation	7.37687672
Most Extreme Differences	Absolute	.148
	Positive	.095
	Negative	-.148
Kolmogorov-Smirnov Z		.934
Asymp. Sig. (2-tailed)		.348

*Data processed by authors*

Based on table 4.16, it can be seen that the normality test shows a significant level of more than

0.05, namely 0.348 for the Locus Of Control, Total Quality Management and Job Satisfaction variables. Thus, the data can be stated that the three research variables are normally distributed.

Detection of multicollinearity can be done by using the variance inflation factor (VIF) and the tolerance value. The results of the multicollinearity test are in table 2 below:

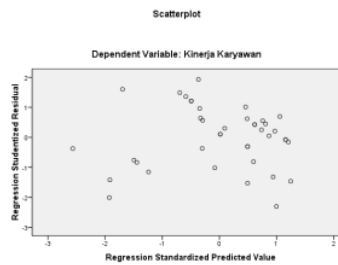
**Table 2. Multicollinearity Test Result**

Variables	Collinearity Statistics	
	Tolerance	VIF
Locus Of Control	.737	1.357
TQM	.879	1.138
Job Satisfaction	.691	1.447

*Data processed by authors*

Based on table 4.19 above, it can be seen that the VIF value < 10 and the tolerance value > 0.1, it can be concluded that this regression model does not have multicollinearity problems.

The results of the heteroscedasticity test result are in Figure 2 below:



**Figure 2. Heteroskedasticity Test Result**

From the picture above, it can be seen that there is no clear pattern. This can be seen from the plots that radiate above and below the number 0 and do not form a certain pattern. Thus, it can be concluded that there is no heteroscedasticity.

Multiple Linear Regression Analysis of Locus Of Control and Total Quality Management on Job Satisfaction can be seen in the following table:

**Table 3. Multiple Linear Regression Analysis of Locus Of Control and TQM on Job Satisfaction**

Model	Coefficients <sup>a</sup>				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	6.396	9.195		.696	.491
Locus Of Control	.584	.163	.492	3.590	.001
TQM	.531	.242	.301	2.198	.034

a. Dependent Variable: Job Satisfaction

Data processed by authors

Multiple Linear Regression Analysis of Locus Of Control, TQM and Job Satisfaction on Employee Performance can be seen in the following table:

**Table 4. Multiple Linear Regression Analysis of Locus Of Control, TQM and Job Satisfaction on Employee Performance**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	9.327	4.074		2.289	.028
	Locus Of Control	.463	.083	.593	5.565	.000
	TQM	.244	.113	.211	2.160	.038
	Job Satisfaction	.215	.072	.326	2.968	.005

a. Dependent Variable: Employee Performance

Data processed by authors

Analysis of the coefficient of determination in multiple linear regression is used to determine the percentage of the contribution of the influence of the independent variables consisting of Locus Of Control and Total Quality, Job Satisfaction on Employee Performance. The results of the analysis of the coefficient of determination ( $R^2$ ) obtained the results shown in the following table:

**Table 5. Coefficient Determination Test**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.556 <sup>a</sup>	.309	.272	7.574

a. Predictors: (Constant), TQM, Locus Of Control, Job Satisfaction

b. Dependent Variable: Employee Performance

Data processed by authors

Based on the table above, the Adjusted R Square number is 0.272, this shows that the contribution of the Independent variable to the dependent variable is 0.272 or 27.2% while the remaining 72.8% is influenced by other variables.

Path analysis shows the magnitude of the total effect, direct effect and indirect effect. The results are shown in the following table:

**Table 6. Path Analysis Result**

Path	Direct Effect	Indirect Effect	Total Effect	Sig.
X <sub>1</sub> ...Z	0.492	0.492 x 0.326 =	0.593 + 0.160 =	0.001
X <sub>1</sub> ...Y	0.593	0.160	0.753	0.000
X <sub>2</sub> ...Z	0.301	0.301 x 0.326 =	0.211 + 0.098 =	0.034
X <sub>2</sub> ...Y	0.211	0.098	0.309	0.038
Z...Y	0.326			0.005

Data processed by authors

## Discussion

For testing hypothesis 1, namely the relationship between Locus of Control and Job Satisfaction. Based on table 3, there is a positive and significant influence between locus of control on job satisfaction. This can be seen from the prob value.  $0.001 < 0.05$ . So that hypothesis 1 in this study is accepted. These results are in line with research conducted by Akkaya, R., & Akyol (2016); Camdron (2015); Pavalache-Ilie & Ursu (2016).

For testing hypothesis 2, namely the relationship between TQM and Job Satisfaction. Based on table 3, there is a positive and significant influence between TQM on job satisfaction. This can be seen from the prob value.  $0.034 < 0.05$ . So that hypothesis 2 in this study is accepted. These results are in line with research conducted by Arunachalam & Palanichamy (2017); Prajogo & Cooper (2017); Ahmed & Idris (2020)

For testing hypothesis 3, namely the relationship between Locus of Control and Employee Performance. Based on table 4, there is a positive and significant influence between locus of control on Employee Performance. This can be seen from the prob value.  $0.000 < 0.05$ . So that hypothesis 3 in this study is accepted. These results are in line with research conducted by Malik et al (2015); Li et al (2015); Heywood et al (2017).

For testing hypothesis 4, namely the relationship between TQM and Employee Performance. Based on table 4, there is a positive and significant influence between TQM on Employee Performance. This can be seen from the prob value.  $0.038 < 0.05$ . So that hypothesis 4 in this study is accepted. These results are in line with research conducted by Sanjaya (2018); Iqbal & Asrar-ul-Haq (2018); Saffar & Obeidat (2020)

For testing hypothesis 5, namely the relationship between Job Satisfaction and Employee Performance. Based on table 4, there is a positive and significant influence between Job Satisfaction and Performance. This can be seen from the prob value.  $0.05 < 0.05$ . So that hypothesis 5 in this study is accepted. These results are in line with research conducted by Siengthai & Pila-Ngarm (2016); Inuwa, M. (2016); Ramli (2019)

For testing hypothesis 6, namely Job Satisfaction mediates Locus of Control on Employee Performance. Based on table 6, indirect effect < direct effect, so the hypothesis 6 in this study is rejected. This result is not in line with the research conducted by Malik et al (2015); Li et al (2015); Heywood et al (2017).

For testing hypothesis 7, namely Job Satisfaction mediates TQM on Employee Performance. Based on table 6, indirect effect < direct effect, so the hypothesis 7 in this study is rejected. This result is not

in line with the research conducted by Sanjaya (2018); Iqbal & Asrar-ul-Haq (2018); Saffar & Obeidat (2020)

#### Conclusion

Based on the results and discussion, the conclusions are as follows:

1. There is a positive and significant influence between Locus Of Control on Job Satisfaction at Padang UNAND Hospital
2. There is a positive and significant influence between Total Quality Management on Job Satisfaction at Padang UNAND Hospital
3. There is a positive and significant influence between Locus Of Control on Employee Performance at Padang UNAND Hospital
4. There is a positive and significant influence between Total Quality Management on Employee Performance at Padang UNAND Hospital
5. There is a positive and significant influence between Job Satisfaction on Employee Performance at Padang UNAND Hospital
6. Job Satisfaction does not mediate Locus Of Control on Employee Performance.
7. Job Satisfaction does not mediate Total Quality Management on Employee Performance.

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