

The Effect of Locus of Control Personality and Total Quality Management on Employee Satisfaction and Performance

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Abstract:

This study aims to verify and explain that the personality of Locus of Control (X1) and Total Quality Management (X2) has a positive and significant influence on Employee Performance Perception (Y) mediated by Job Satisfaction (Z). The population in this study were employees at PT. Padang Great Incasi. The sample used in the study was 144 respondents. Data analysis was performed using SPSS 23.0 using the path analysis method. The Results Showed that Locus of Control had a positive and significant effect on Employee Performance. Total Quality Management does not have a positive and significant effect on Employee Performance. Locus of Control has a positive and significant effect on job satisfaction. The value of indirect influence is greater than the direct influence, which means Job Satisfaction can mediate the relationship between Locus of Control on Employee Performance. The value of the indirect effect is smaller than the direct effect, which means Job Satisfaction is not Able to mediate the relationship between Total Quality Management to Employee Performance.

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Introduction

Performance management is a picture of an organization's success that men reflect on the achievements of the organization. As providers of public services, performance appraisal is an important factor for PT. Incasi Raya Padang. Performance measurement is used to assess the success of the company and provide feedback for planning improved performance in the future so the company can achieve its objectives while that may affect personality locus of control, total quality management, job satisfaction, and others.

The term of performance or performance is a measure of the employee in performing all the tasks that are targeted at the employees, making an effort to conduct an assessment of the performance of an organization is important. (Nurul, 2016) performance is defined as the result of

individual efforts that achieved by their abilities and act in certain situations. So performance is the result of the relationship between effort, ability and perception tasks. Perception is a manual task in which individuals believe that they can realize their efforts on the job.

(Maghfiroh, 2015) revealed, the performance of the real behavior shown by everyone as the resulting performance by employees by its role within the company. Employee performance is very important in the company's efforts to achieve its objectives.

(Yunanto, 2016) Total Quality Management is an approach to doing business that tries to maximize the competitiveness of the organization through continuous improvement of the products, services, people, processes and environment.

(NF Ani, 2016) defines the locus of control as one's perception of the source of his fate. Locus of control is defined as a person's perspective on whether he

can control events there on him. Thus, the locus of control is a person's beliefs about his ability to control himself.

(Sylvia et al., 2018) employee satisfaction is a positive feeling about the work of someone who is the result of the evaluation of characteristics. Someone who is a high level of job satisfaction has positive feelings about his work, while someone dissatisfied has the feeling negatively toward the job when people talk about attitudes that are often meant is job satisfaction.

In general employees at PT. Incasi Raya Padang has attendance with a small percentage, which can be seen from the following table 1:

Table 1.: Percentage of Employee Attendance PT. Incasi Kingdom January-December 2018

Month	Number of employees	Total Attendance	Attendance level (%)
January	244	8	0.03
February	244	9	0.04
March	244	6	0.02
April	244	11	0.05
May	244	10	0.04
June	244	14	0.06
July	244	9	0.04
August	244	7	0.03
September	244	12	0.05
October	244	10	0.04
November	244	12	0.05
December	244	11	0.05
Average	244	9.9	0.04

Source: PT. Incasi Raya Padang 2018

From the above table are not present then this phenomenon fluctuates in PT. Incasi highway Padang. And as for the performance of employees of PT. Incasi Raya Padang included both measured from the products produced Employees, which can be seen from the following table:

Table 2.: Products Generated table Employee PT. Incasi Raya Padang January-December 2018

Month	Products Produced (kg)
January	1887089
February	1768764
March	1998354
April	1.75898 million
May	1798863
June	1.74065 million
July	1978437
August	1.98878 million
September	1868778
October	1887675
November	1882354
December	1864806
Average	1867637

Source: PT. Incasi Raya Padang 2018

From the above table, we can see the products produced there enhancement employees fluctuate and there is also a decrease caused by several factors, this is a phenomenon in PT. Incasi Raya Padang. Based on the description on the background of the research, the formulation of the problem in this research is How Personality Locus Of Control influence on employee performance, How to Total Quality Management affect the Employee Performance, How Personality Locus Of Control effect on job satisfaction, What Total Quality Management affect the Job satisfaction, Job satisfaction How influential on Employee performance, How Personality Locus Of Control through job satisfaction as an intervening variable effect on job satisfaction,

Literature Review Employee performance

Performance or performance is a measure of a person in performing all tasks that are targeted or defined. Performance can be interpreted as the work achieved by a person or group of people in

organizations, according to the authority and responsibilities of each, to achieve the goals of the organization in question legally, do not break the law and by moral and ethical.

According to (N. Fitri Ani, 2016) explained that the performance of the job performance, which is the ratio between real work with established standards. Indirectly, the performance focuses on the results of its work, the organization run by a human so performance is human behavior in an organization that meets the standards of behavior that has been set to achieve the desired results.

(Maghfiroh, 2015) Performance is a measure of the work performance of employees and management company. Required a precise measurement system to be applied in each company so that management performance assessment carried out in proper portions.

According to (Laili, 2016) stating that the employee's performance (performance) is the result of the quality and quantity of work achieved by an employee in performing their duties by the responsibilities given to him.

(Tumanggor, 2018) defines performance as the results of job functions/activities of a person or group in an organization influenced by a variety of factors to achieve organizational goals within a specific period. and according to (Nurul, 2016) performance is defined as the result of individual efforts that achieved by their abilities and act in certain situations.

Meanwhile, the notion of performance is often interpreted as performance, work or work performance. Performance has a broader meaning, not just to declare it as work, but also how the work process takes place. The performance is about doing the work and results of the work. Performance is about what to do and how to do it. Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction and contribute to the economy.

Job satisfaction

According to (Widiatmoko, 2017) employee satisfaction is a positive feeling about the work of someone who is the result of the evaluation of characteristics. Someone who is a high level of job satisfaction has positive feelings about his work, while someone dissatisfied has the feeling negatively toward the job when people talk about attitudes that are often meant is job satisfaction.

The involvement of work measures the extent to which individual psychology into their work impartially and considers it important that the level of performance achieved as a form of self-esteem. Employees who have a high level of engagement work very impartial and genuinely concerned with the field of work they do.

(Faizah, 2018) states that job satisfaction is generosity or powerlessness employees given their work. As motivation, it is influenced by the environment. Job satisfaction is also influenced by their design work. Work is rich in elements such as the positive behavior of autonomy, task identity, task significance, and feedback that can contribute to employee satisfaction.

Job satisfaction in work enjoy job satisfaction in work with obtaining the results of work purposes, placement, treatment and a good working environment atmosphere (Akbar, 2017),

According to (Agustina, 2016) job satisfaction is a set of feelings that employees feel about the work that pleasant or unpleasant.

Job satisfaction is associated with feelings and emotions. (Nadeak, 2017), states that job satisfaction is a set of feeling happy or not happy and emotion is its view of work.

Locus of Control

The concept of Locus of control, an expert on social learning theory. Locus of control is a personality variable, which is defined as the individual's beliefs about whether or not able to control his destiny. Overall Locus of control is a way of looking

someone in controlling the events that happened to him.

According to (Setyowati, 2017) Locus of control shows the degree to which individuals believe that behavior affects what happens to them.

Locus of control is a way in which individuals have the responsibility for the activities that occur within or outside the control of the control itself.

According to (Tumanggor, 2018) defines the locus of control to determine the degree to which individuals believe that their behavior affects what happens to them.

(Deswanti, 2016) defines the locus of control as a person's perspective on events that he experienced. An employee may see that happen to him is an event beyond its control or own a fortune.

(Nurul, 2016) *Locus of control* is how people feel/look line connection between his behavior and consequently, whether he can accept responsibility for their actions or not.

(Akbar, 2017) *locus of control* is the degree to which individuals believe that they are of their fate.

Individuals who have a strong internal locus of control will feel confident they will feel able to solve all the problems encountered in each work is in charge of him. They will feel able to resolve all the tasks without having a sense of restlessness or inability to complete the task, locus of control consists of the locus of control internal and external locus of control.

Definition of Total Quality Management

Definition of Total Quality Management, according to experts, in general, are the same, which is a management system that elevates the quality as a business strategy and customer-oriented satisfaction involving all members of the organization.

(Puput Sulviyah Lestari, Nurul Qomari, 2016) suggests that Total Quality Management (TQM) is an approach to improve the productivity of the organization (the quantitative performance),

improving quality (decreases errors and the level of damage), increasing the effectiveness of all activities, improving efficiency (lowering of resources through increased productivity) and doing everything right in an appropriate manner as measured by Focus On Customers, obsession on the Quality, Teamwork, Continuous improvement Systems and the existence of Employee involvement and Empowerment.

(Sylvia et al., 2018) *Total Quality Management* is as a way to improve performance continuously (continuous performance improvement) at every level of operations or processes, in every functional area of an organization with the use of human resources and according to (Faizah, 2018) explained that Total Quality Management (TQM) is a comprehensive system to achieve customer satisfaction through continuous improvement. The goal is to achieve efficiency and effectiveness better, which can lower operating costs and increase market share.

(Handoko, 2014) While explaining Total Quality Management is a combination of quality groups based on three main principles, namely: (1) Focus on the Customer; (2) continuous process improvement; (3) Integrated Engagement. The third principle is a system, namely that between the subsystems are interrelated with each other and form integral integrity.

Total Quality Management is an approach to doing business that tries to maximize the competitiveness of the organization through continuous improvement of the products, services, people, processes and the environment (Yunanto, 2016)

Methodology

According to (Sugiyono, 2016: 80) population is a generalization region consisting of objects or subjects that have certain qualities and characteristics defined by the researchers to learn and then draw conclusions. The population can also be interpreted as a set or collection of an object of

research in which association of the employees could be categorized as a population so that it can be obtained the data of the variables to be studied on the employees of PT. Incasi Raya Padang.

Table 3. Number of Employees PT. Incasi Raya Padang

No.	Employment status	Number of people)	Percentage
1	Overall employee	244	100
2	Temporary employees	19	7.78
	Total	225	92.21

Then the population of this study is as much as 225 permanent employees. According to (Sugiyono, 2016: 81) the sample is part of the number and characteristics possessed by this population. Samples

are taken to represent or representative of the population. The samples in this study with a simple random sampling. Reasons for using simple random sampling because these techniques provide equal opportunities for each population to be sampled. Based on the calculation with a population of 225 permanent employees, the sample sizes obtained by 144 employees of PT. Incasi Raya Padang. In this research there are communication intervening variables (Z), to test the hypothesis of mediating variables used path analysis. According to Ghazali (2013: 249) to test the effect of intervening variables used path analysis method (path analysis). Path analysis is an extension of the multiple linear regression analysis, or path analysis is the use of regression analysis to assess the causality relationship between variables (model casual) predetermined based on the theory.

Results and Discussion

Coefficients

Model	Coefficients unstandardized		standardized	T	Sig.	
	B	Std. Error	beta			
1	(Constant)	4,643	2534		1,832	.069
	locus	.434	.076	.418	5697	.000
	Quality	.038	.065	.038	.582	.561
	Satisfaction	.373	.066	.389	5,689	.000

a. Dependent Variable: Performance

Regression Analysis

Multiple Linear Regression Model X1, X2, and Z Against Y

Regression analysis was used to observe the effect of independent variables: locus of control (X1), total quality management (X2) and the intervening variables: satisfaction (Z) simultaneously on the dependent variable: employee performance (Y) with

the assumption of independent variables are held constant.

Table 4

Against Multiple Regression Dependent Variable Independent Variables

Source: Primary Data (processed) SPSS 23

Based on the above table it can be seen that the regression equation:

$$Y = 4,643 + 0,434X_1 + 0,038X_2 + 0,373Z + e$$

From the multiple regression equation can be concluded that:

- 1) The constant value of 4.643; meaning that if the locus of control (X1), total quality management (X2) and job satisfaction (Z) constant (fixed), then the value of the variable employee performance (Y) value is equal to 4.643,
- 2) The regression coefficient variable locus of control (X1) is 0,434; if the locus of control variables (X1) increased one (1) unit with variable assuming total quality management (X2) and job satisfaction (Z) is constant (fixed) then the value of the variable employee performance (Y) will increase by 0,434.
- 3) The regression coefficient of total quality management (X2) is 0,038; if the total quality management (X2) increased one (1) unit assuming locus of control

variables (X1) and job satisfaction (Z) is constant (fixed), then the variable employee performance (Y) will increase by 0,038.

- 4) Job satisfaction variable regression coefficient (Z) as big as 0,373; if the variable satisfaction (Z) increased one (1) unit assuming locus of control variables (X1), total quality management (X2) is constant (fixed) then the value of the variable employee performance (Y) will increase by 0,373.

Multiple Linear Regression Model X1 and X2 To Z

Regression analysis was used to observe the effect of independent variables: locus of control (X1) and total quality management (X2) simultaneously against intervening variables: job satisfaction (Z) assuming independent variables are held constant.

Table 5
Against Multiple Regression Dependent Variable Independent Variables Coefficients

Model	Coefficients unstandardized		standardized	T	Sig.
	B	Std. Error	beta		
1	15 612	2,978		5,243	.000
(Constant)					
locus	.545	.087	.504	6302	.000
Quality	-.024	.084	-.023	-.286	.775

a. Dependent Variable: Satisfaction

Source: Primary Data (processed) SPSS 23

Based on the above table it can be seen that the regression equation:

$$Z = 15,612 + 0,545X_1 - 0,024X_2 + e$$

From the multiple regression equation can be concluded that:

- 1) The constant value of 15.612; meaning that if the locus of control (X1) and total

quality management (X2) is constant (fixed), then the value of job satisfaction variables (Z) value is equal to 15.612.

- 2) The regression coefficient variable locus of control (X1) is 0,545; if the locus of control variables (X1) increased one (1) unit with variable assuming total quality management (X2) is constant (fixed) then the value of the variable and job satisfaction (Z) will increase by 0,545.
- 3) The regression coefficient of total quality management (X2) is -0,024; if the total quality management (X2) increased one (1) unit assuming locus of control variables (X1) is constant (fixed), then job satisfaction variables (Z) will be decreased by 0,024.

Partial hypothesis testing (t-test)

T-test intended to test a significant influence on independent and dependent variables partially.

Where this test comparing the significant probability with an alpha of 0.05 with degrees of freedom (df) = nk-1 is 144-2-1 = 141 (n is the number of respondents and k is the number of independent variables) so that the results for t-table 1,976,

From the results of this test, the probability is significantly smaller than 0.05, the obtained alpha Ho is rejected and Ha accepted, meaning that there is a relationship and if significant probability greater than 0.05, the obtained alpha Ho accepted and Ha is rejected

Of testing on a variable if the locus of control (X1) and total quality management (X2) on employee performance (Y) and job satisfaction (Z) as an intervening variable, it can be presented in the following table 6.

Hypothesis-testing

Table 6: Model t-test results X1, X2 and Z Against Y Coefficients

Model	Coefficients unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		
(Constant)	4,643	2534		1,832	.069
1 locus	.434	.076	.418	5697	.000
Quality	.038	.065	.038	.582	.561
Satisfaction	.373	.066	.389	5,689	.000

a. Dependent Variable: Performance

Source: Primary Data (processed) SPSS 23

Table 7: T-test results in X1 and X2 Model Against Z Coefficients

Model	Coefficients unstandardized		standardized Coefficients	t	Sig.
	B	Std. Error	beta		

1	(Constant)	15 612	2,978		5,243	.000
	locus	.545	.087	.504	6302	.000
	Quality	-.024	.084	-.023	-.286	.775

a. Dependent Variable: Satisfaction

Source: Primary Data (processed) SPSS 23

Table 6 and 7 above it can be concluded as follows:

a. Influence of Locus of Control on Employee Performance

From the above table in the know $t > t$ table ($5.697 > 1.976$) with a significant level ($0.000 < 0.05$), meaning that part there is a positive and significant correlation between locus of control on employee performance. Thus H_0 is rejected and H_a accepted.

b. Effect of Total Quality Management Employee Performance

From the above table in the knowledge $t < t$ table ($0, 582 < 1.976$) with a significant level ($0.561 > 0.05$), meaning that there is no effect of the partial positive and significant correlation between total quality management on employee performance. Thus the H_0 accepted and H_a rejected.

c. Effect of Job Satisfaction on Employee Performance

From the above table in the know $t > t$ table ($5.689 > 1.976$) with a significant level ($0.000 < 0.05$), meaning that part there is a positive and significant correlation between job satisfaction on employee performance. Thus H_0 is rejected and H_a accepted.

d. Influence of Locus of Control on Job Satisfaction

From the above table in the know $t > t$ table ($6.302 > 1.976$) with a significant level ($0.000 < 0.05$), meaning that part there is a positive and significant correlation between locus of control on job satisfaction. Thus H_0 is rejected and H_a accepted.

e. Total Quality Management Influence on Job Satisfaction

From the above table in the knowledge $t < t$ table ($-0.286 < 1.976$) with a significant level ($0.775 > 0.05$), meaning that there is no influence partially positive and significant correlation between total quality management on job satisfaction. Thus the H_0 accepted and H_a is rejected

Simultaneous Hypothesis Testing (Test F)

F test is intended to test the fourth hypothesis in this study that states that the locus of control variables (X_1) and total quality management (X_2) significant positive effect on employee performance (Y) and job satisfaction (Z) as an intervening variable. F test using a 0.05 significance level (test 2) for F Fable value using a confidence level of 95%, 5% alpha (variable number-1) or $3-1 = 2$ ($nk-1$) or $144-2-1 = 141$, then proceeds to F_{table} is 3.060.

Table 8: Test Results F Model X_1, X_2 and Z Against Y
ANOVAa

Model	Sum of Squares	Df	mean Square	F	Sig.
1 Regression	609 787	2	304 894	22 864	.000b

residual	1880.213	141	13 335	
Total	2490.000	143		

- a. Dependent Variable: Satisfaction
- b. Predictors: (Constant), Quality, Locus

Source: Primary Data (processed) SPSS 23

Based on the above table 8 is obtained sig namely 0.000 <0.05 These figures indicate 47.856> 3.060, the authors conclude $F_{hitung} > F_{tabel}$ locus of control (X1) and total quality management (X2) a significant impact or significant to employee performance (Y), It can be concluded that Ho is rejected and Ha accepted.

Table 9: F Test Results Against X1 and X2
ANOVAa

Model		Sum of Squares	Df	mean Square	F	Sig.
1	Regression	1160.363	3	386 788	47 856	.000b
	residual	1131.526	140	8082		
	Total	2291.889	143			

- a. Dependent Variable: Performance
- b. Predictors: (Constant), Satisfaction, Quality, Locus

Source: Primary Data (processed) SPSS 23

Based on the above table 9 is obtained sig namely 0.000 <0.05 These figures indicate 22.864> 3.060, the authors conclude $F_{hitung} > F_{tabel}$ locus of control (X1) and total quality management (X2) a significant impact or significant to job satisfaction (Z), It can be concluded that Ho is rejected and Ha accepted.

The coefficient of determination (R²)

Analysis of the coefficient of determination in linear regression is used to determine the percentage contribution of the influence of independent variables consisting of locus of control (X1) and total quality management (X2) simultaneously to employee performance (Y) and job satisfaction (Z) as an intervening variable,

Table 10
Coefficient Determination Test Results X1, X2 and Z Against Y
Model Summary

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.712a	.506	.496	2,843

- a. Predictors: (Constant), Satisfaction, Quality, Locus

Source: Primary Data (processed) SPSS 23

According to the table 10 above figures obtained Adjusted R² (R square) at 0,496 or 49.6%, this shows that the percentage contribution of variable locus of control (X1), total quality management (X2) and job satisfaction (Z) employee performance dependent variable (Y) at 0,496 or 49.6%. Adjusted

R² (R squared) is between 41% -60% or category quite well, this happens because of the low implementation and understanding total quality management at so great da small company employee

performance is no relation to the total quality management while the rest of 50.4% influenced by other variables outside of this study.

Table 11
Coefficient Determination Test Results X1 and X2 To Z
Model Summary

Model	R	R Square	Adjusted R Square	Std. An error of the Estimate
1	.495a	.245	.234	3,652

a. Predictors: (Constant), Quality, Locus

Source: Primary Data (processed) SPSS 23

According to the table 11 above figures obtained R² (R square) at 0,245 or 24.5%, this shows that the percentage contribution of variable locus of control (X1) and total quality management (X2) to variable intervening job satisfaction (Z) at 0,245 or 24.5%, value of R² (R squared) is between 21% -40% or in the unfavorable category, this happens because of the low implementation and understanding total quality management in company that job satisfaction which has been acquired by the employee more influenced by other factors such as salary, work environment, and leadership style, while the remaining 75.5% is influenced by other variables outside of this study.

regression analysis, or analysis of the track is the use of regression analysis to estimate the causal relationships between variables (model casual) which predetermined based on theory and determine the pattern of relationship only between three or more variables and can not be used to confirm or reject the hypothesis

According to the table 10 and 11 then produce analysis models such as the following lines.

Path Analysis (Path Analysis)

According Ghozali (2013: 249) Analysis of the path or (path analysis) to examine the influence of intervening variables used method of path analysis is an extension of the multiple linear



Figure 1: Path Analysis (Path Analysis)

Based on figure 1 it can be seen directly or indirectly influence as well as the total effect of this study is:

1. Influence of Locus of Control on Employee Performance Through Job Satisfaction

Table 12: With Direct Impact Value Indirect Influence Locus of Control On Employee Performance Through Job Satisfaction

commentary	The direct effect (direct effect)	The indirect effect (indirect effect)	total effect
X1→ Z→ Y	0.174 (0.418 * 0.418)	.196 (0.504 * 0.389)	.370

Source: SPSS 23.0 and primary data were processed

Based on the findings of the comparison above, we can analyze the value of the indirect effect (indirect effect) locus of control on the performance of employees through job satisfaction. If the locus of control directly influences the performance of employees to estimate the coefficient value obtained was 0.174. whereas if it is through the indirect effect

of locus of control or influence on the performance of employees through job satisfaction then the additional value estimate obtained coefficient is 0.196. Thus the total effect of this hypothesis is equal to 0.370 which is the direct effect of 0.174 plus indirect effect through job satisfaction of 0.196 or $0.174 + 0.196 = 0.370$.

Then it can be concluded that the value of the indirect effect is greater than the direct effect or $0.196 > 0,174$. the indirect relationship is greater than the direct relationship, which means that job satisfaction can mediate the relationship between locus of control on employee performance. Thus H_0 is rejected H_a accepted.

2. Effect of Total Quality Management on Employee Performance Through Job Satisfaction

Table 13: With Direct Impact Value Indirect Influence Total Quality Management On Employee Performance Through Job Satisfaction

commentary	The direct effect (direct effect)	The indirect effect (indirect effect)	total effect
X2→ Z→ Y	0001 (0.038 * 0.038)	-0.008 (0.023 * 0.389)	-0.007

Source: SPSS 23.0 and primary data were processed

Based on the findings of the comparison above, we can analyze the value of the indirect effect (indirect effect) total quality management on the performance of employees through job satisfaction. If the total quality management directly influences the performance of employees to estimate the coefficient value obtained was 0,001. whereas if it is through the indirect influence or effect of total quality management on the performance of employees through job satisfaction then the additional value obtained coefficient estimate is -0.008. Thus the total effect of this hypothesis is that the direct effect of -0.007 0,001 plus indirect effect through job satisfaction of -0.008 or $0.001 + (-0.008) = -0.007$.

Then it can be concluded that the value of the indirect effect is smaller than the direct influence or $-0.008 < 0,001$. indirect relationships smaller than a direct connection, which means that job satisfaction is not able to mediate the relationship between total quality management on employee performance. Thus H_0 H_a rejected.

Discussion Outcome Research

Influence of Locus of Control on Employee Performance

Based on research conducted by the partial locus of control significant positive effect on employee performance, which can be seen in Table 4:21 which shows a significant value below 0,000 (smaller) of 0.05. received, which means it can be concluded locus of control significant positive effect on KINERA employees at PT. Incasi Raya Padang. This study is consistent with previous studies and Farid Fathony Supar Wasesa Ashal (2017) H_1 which states that the variable locus of control has a positive and significant effect on the performance of employees of PT. Bank Syariah Mandiri CFBC Medan.

Effect of Total Quality Management on Employee Performance

Based on research conducted by partial total quality management is not a significant positive effect on employee performance, which can be seen in Table

4:21 that show significant values above 0.561 (greater) of 0.05. rejected, which means it can be concluded total quality management is not a significant positive effect on the performance of employees at PT. Incasi Raya Padang. This study is not in line with previous studies conducted by Sylvia Saragi Sitio Vera (2018), the result states that H_2 Total Quality Management (TQM) in a positive and significant effect on the performance of employees at PT. Pelita Air Service. This indicates a good implementation of TQM will be able to improve the performance of employees.

Influence of Locus of Control on Job Satisfaction

Based on research conducted by the partial locus of control significant positive effect on job satisfaction, which can be seen in Table 4:22 which shows a significant value below 0,000 (smaller) of 0.05. received, which means it can be concluded locus of control significant positive effect on satisfaction apes at the PT. Incasi Raya Padang. This study is in line with research conducted by Akbar Riza (2017) which states that the locus of control significant positive effect on employee satisfaction PT AUTO 2000 Raden Intan Bandar Lampung, it can be concluded that the higher the locus of control that employees will further increase job satisfaction they feel. H_3

Total Quality Management Influence on Job Satisfaction

Based on research conducted by partial total quality management is not a significant positive effect on job satisfaction, which can be seen in Table 4:22 which shows a significant value below 0,007 (smaller) of 0.05. rejected, which means it can be concluded total quality management significant positive effect on job satisfaction on PT. Incasi Raya Padang. This study is not in line with previous studies Suspa Hariati (2014) which stated that are a positive influence and significant between Total Quality Management with employee satisfaction H_4 .

Effect of Job Satisfaction on Performance

Based on research conducted by partial job satisfaction significant positive effect on employee performance, which can be seen in Table 4:21 which shows a significant value below 0,000 (smaller) of 0.05. which means it can be concluded accepted job satisfaction significantly positive effect on the performance of employees at PT. Incasi Raya Padang. This study is in line with the previous studies Febri Furqan Artadi (2015) which states that job satisfaction has a positive and significant impact on the performance of employees of PT. Merapi Agung Lestari. This can be evidenced by looking at respondents who have studied that can be pointed out that job satisfaction can be used as an indicator of an increase in the performance of individual employees. H_5

Influence of Locus of Control on Employee Performance with job satisfaction as an intervening variable

Based on research conducted by the partial locus of control significant positive effect on the performance of employees through job satisfaction, which can be seen in Figure 4.3 which shows that the direct effect is smaller than the indirect effect ($0.174 < 0.196$). acceptable means of job satisfaction may mediate the effect of locus of control on the performance of employees at PT. Incasi Raya Padang. This study is consistent with previous studies H_6 (Chasanah, 2018) which states that the variable Self Esteem, Self Efficacy, and Locus Of Control influence on employee performance through job satisfaction, Because Self Efficacy, Self Esteem and Locus Of Control can make a positive contribution to self and also the company. Then if employees obtain satisfaction on a performance that is done the employee can provide the best service to make customers satisfied with the results and service provided by the company.

Effect of Total Quality Management on Employee Performance with job satisfaction as an intervening variable

Based on research conducted by partial total quality management is not a significant positive effect on the performance of employees through job satisfaction, which can be seen in Figure 4.3 which shows that the direct effect is greater than the indirect effect ($0.001 > -0.008$). rejected, which means job satisfaction can not mediate the effect of total quality management on the performance of Javan kar PT. Incasi Raya Padang. This study is not in line with the research results that can be seen that the implementation of TQM practices can affect directly, either job satisfaction and employee performance. Other than that, **H₇**

CONCLUSIN

This study aims to find out the influence of locus of control and total quality management on the performance of employees with job satisfaction as an intervening variable in PT. Incasi Raya Padang. The respondents numbered 144 employees of PT. Incasi Raya Padang. Based on the data that has been collected and testing has been done on the problem by using a multiple linear regression model, it can be concluded as follows:

1. There is a significant positive effect partially between the locus of control on the performance of employees at PT. Incasi Raya Padang.
2. There is no significant positive effect partially between total quality management on the performance of employees at PT. Incasi Raya Padang.
3. There is a significant positive effect partially between the locus of control on job satisfaction on PT. Incasi Raya Padang.
4. There is no significant positive effect partially between total quality management on job satisfaction on PT. Incasi Raya Padang.
5. There is a significant positive effect partially between job satisfaction on the performance of employees at PT. Incasi Raya Padang.
6. There is a significant positive effect partially between the locus of control on the

performance of employees through job satisfaction as an intervening variable in PT. Incasi Raya Padang.

There is no significant positive effect partially between total quality management to employee performance through intervening variables like work satisfaction at PT. Incasi Raya Padang.

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