

Research Article

The Relationship Between Workload, Locus of Control, and Self Efficacy with Performance: A Study on Employees at PT Petrokopindo Cipta Selaras Factory

Maulana Azhar Fadilah & Vera Firdaus*

Management Study Program, Faculty of Business, Law and Social Sciences, Universitas Muhammadiyah Sidoarjo, Jawa Timur, Indonesia

*Corresponding Author: verafirdaus@umsida.ac.id | Phone Number: +6281803562626

ABSTRACT

This study aims to determine and analyze the partial and simultaneous effects of workload, locus of control, and self-efficacy on employee performance at PT Petrokopindo Cipta Selaras, Sidoarjo. The type of research used is explanatory research with a population of 100 employees. The sampling technique applied is total sampling, so that the number of respondents reaches 100 people. Data analysis was carried out using multiple regression, including the t test and F test. The results showed that all variables had a significant effect on employee performance. Workload has a positive effect, especially when the tasks assigned are in accordance with the capabilities of employees, and can even have a positive impact if they exceed capacity. Locus of control plays an important role, where employees who are able to control themselves and think positively tend to be more successful in completing tasks. Self-efficacy is also shown to have a significant influence, with employees who have high self-confidence being able to solve the problems and tasks given. Overall, this study concludes that encouraging clear work goals, as well as providing adequate support and resources, will create a comfortable work environment and can improve employee performance.

Keywords: Workload; Locus of Control; Self-Efficacy; Employee Performance

1. INTRODUCTION

Along with the changing times and technological developments known as globalization, humans live and develop in that context. In this era of globalization, news is often heard about companies that stop operating or do not function optimally. The failure or cessation of operations can be caused by various factors, both internal and external (Irawati, 2018). This is not only related to the quality of education, but also the work ethic of each individual. The people involved in a company, whether permanent employees or daily laborers, have an equally important role in the progress of the company (Darim, 2020). However, in reality, sometimes high goals are not matched by facilities or other support. This condition can affect the work ethic of employees. Too much workload is often imposed on employees without being matched by adequate compensation (Simangunsong, 2023). This causes a decrease in employee performance in a company. According to Azizzah & Firdaus (2022) and Irawati (2018), The quality and quantity of tasks completed by employees in fulfilling predetermined responsibilities is a form of performance in line with the assigned tasks.

Human resource results are reflected in the performance shown in the company. When each employee contributes well in accordance with the department's plans and goals, the overall performance of the company will increase. With the increase in employee performance results, the company will indirectly achieve greater profits. Employee performance can be interpreted as the achievement or result of organizational goals that have been agreed upon (Saleha et al., 2023). Information about employee performance in an organization is a very crucial factor and can serve as an evaluation material. This data helps determine whether the performance that has been carried out is in accordance with the expectations and ideals of the company. In addition, there are various supporting factors that affect employee performance, both internal to the organization, such as work culture, management, and training, and external, such as market conditions, government policies, and the social environment. All of these factors interact with each other and can have a significant impact on employee performance and, ultimately, organizational success (Latief et al., 2023). Internal influences on employee performance usually come from the strong desire and motivation of the individual. High motivation can encourage employees to work better and achieve the targets that have been set. On the other hand, external factors also play an important role, including influences from the work environment, such as organizational culture, as well as the workload given to employees (Rahmadani et al., 2023).

Workload is an assessment of how employees deal with job demands that are mental and physical activities, which also affect good and negative impacts. This can affect workload. The ability of workers is the basic foundation of how employees are able or not to realize the ideals of the company. If the employee's ability cannot meet the company's expectations, it will

certainly hinder the company's goals (Purba & Setiyono, 2022). Workload is a very important aspect in the work process, because it has a significant effect on the attitude and behavior of an employee when carrying out their duties and responsibilities (Ratnasari & Purba, 2019). Employees are required to show the results that the company wants, so that the company can assess the development of the individual. However, there are also individuals who experience a decline in work quality, which companies need to anticipate. This shows that the majority of the labor force in Indonesia consists of men, especially in urban areas, and is growing rapidly every year (Nuraeni & Suryono, 2021). However, if there are female individuals who are hired in big cities, they are employees who have great confidence in their performance and a strong influence on their environment (Dommermuth et al., 2017). This belief is often referred to as locus of control ability in employees. Syatriadin (2017) explains that locus of control is "generalized belief that a person can or cannot control his own destiny." From this explanation, it can be concluded that a strong belief to control everything done by each individual can be a source of control over events.

Self-efficacy is an individual's belief in their abilities and competencies. Employees who have high self-efficacy tend to be more confident and believe that they can achieve the set goals. This will trigger positive responses and boost their confidence. Self-efficacy is different from judgment of the potential consequences of an action, but it can influence the expected outcome. Individuals who believe in their abilities will have greater motivation and expectation to achieve better results, thus having the opportunity to get a better job. In contrast, people with low self-efficacy often feel inferior and tend to retreat or give up when faced with difficulties. Lack of confidence can lead to excessive fear and increase the likelihood of making mistakes that could have been avoided.

According to Indriyani et al. (2023), Self-efficacy is the belief in one's ability to achieve goals and overcome obstacles. Therefore, self-efficacy is very important, because it gives confidence to face various obstacles. However, generating high morale and confidence in employees is not easy, as not all employees have the same level of confidence. External factors also have a big influence on individual self-confidence, which can collapse due to external influences. This study found gaps in previous research, such as that conducted by Abang et al. (2018), which only considers two independent variables, namely workload and employee performance. This study develops variables by adding locus of control and self-efficacy as factors that cause performance. In addition, this study uses indicators of a person's perspective in solving problems and tasks, and applies total sampling techniques for data collection. The comfort of the work environment is very important in the company, including good relationships between superiors and employees, as well as between employees. Many cases show that workers quit their jobs due to conflicts within the company. Therefore, self-efficacy is an important aspect of self-awareness, which has a significant effect on daily life.

Based on this background, it is often the case that high goals are not matched by adequate facilities or support, which can reduce employee work ethic. Excessive workload without appropriate benefits is also a problem at PT Petrokopindo Cipta Selaras. Therefore, this study wants to comprehensively examine the relationship between the independent variable and the dependent variable.

2. RESEARCH METHOD

In an effort to deeply understand the relationship between workload, locus of control, and self-efficacy on employee performance, this study adopts a quantitative research design utilizing survey and questionnaire methods, where multiple linear regression analysis is used to identify the direction and magnitude of the influence of the independent variables on the dependent variable, with a focus on the entire workforce of 100 people at PT Petrokopindo Cipta Selaras located in Sidoarjo, where the research population was taken using the total sampling technique, while primary data was collected through questionnaires distributed to respondents, and secondary data was obtained from various articles, journals, and books that were used as references to support the analysis and discussion in this study.

The variables and measurements in this study adapt from previous researchers who have been scientifically tested. For workload variables refer to Irawati & Carrollina (2017) with 8 statement items and 4 indicators consisting of: 1) target goals set; 2) working conditions; 3) use of work time; and 4) work standards. One example of an item used in this variable is, "I clearly understand my work objectives." Then, locus of control refers to research Asfarina (2017) by using 5 indicators, namely 1) success; 2) self-quality; 3) facing problems and finding solutions; 4) effective thinking; and 5) succeeding because of trying. An example of an item on the locus of control variable is "I believe that I have the ability to achieve goals". Furthermore, on the self-efficacy variable referring to research Kusumaningsih et al. (2023) with an example item "I have confidence that I am able to succeed in carrying out certain tasks because of experience and learning". Finally, the performance variable refers to Wartono (2017) with the example statement "I have confidence that I am able to achieve the target quantity of work set efficiently". All items in this study use closed statements and 4-point Likert scale measurements 1 (strongly disagree) to 4 (strongly agree). After obtaining the data, multiple regression testing was then carried out using the help of the SPSS version 16 statistical application. First, validity, reliability, and classical assumption testing were carried out. Then, to find out the relationship in each variable, simple regression and multiple regression tests were carried out.

3. RESULTS

3.1 Respondent Characteristics

Based on the research conducted, there are several characteristics of the respondents obtained in the form of gender, age and last education of the respondents. data collection through the process of distributing questionnaires to employees. Below are the characteristics of respondents in the form of a table as follows.

Table 1. Respondent characteristics

Characteristics		Frequency (n)	Frequency (%)
Gender	MALE	87	87%
	FEMALE	13	13%
Age (Years)	>30	19	19%
	30-33	21	21%
	34-36	21	21%
	37-39	19	19%
	<40	20	20%
Advanced Education	JUNIOR HIGH	32	32%
	HIGH SCHOOL	32	32%
	BACHELOR	36	36%
Total		100	100%

The **Table 1**, shows that most of the respondents were filled by men with 87% (n = 87 respondents), while female respondents only amounted to 13% (n = 13 respondents). then based on the age of the respondents, there are 5 age groups which include respondents aged > 30 years as many as 19% (n = 19 respondents), then respondents aged 30-33 years totaling 21% (n = 21 respondents), then in the age group 34-36 years with a total of 21% (n = 21 respondents), then at the age of 37-39 years which amounted to 19% (n = 19 respondents) and the last is the age group <40 years which amounted to 20% (n = 20 respondents). as for the characteristics in the form of the latest education level in the form of junior high school level with a total of 32% respondents (n = 20 respondents). As for the characteristics in the form of the latest level of education in the form of a junior high school level with 32% of respondents (n = 32 respondents), then there is also a group of senior high school levels with a total of 32% (n = 32 respondents), and the last group of education levels that have been taken is S1 with a total of 36% (n = 36 respondents). Thus it can be concluded that there are a total of 100 respondents.

3.2 Validity Test

The use of this validity test aims to determine whether an instrument that has been used in research is valid. The statement of whether an instrument is valid or not if the calculation of R count is greater than R table. The table below is the result of the validity test.

Table 1. Validity test

Item	Variable's			
	X1	X2	X3	Y
1	.908**	.675**	.607**	.771**
2	.713**	.721**	.763**	.773**
3	.753**	.789**	.788**	.751**
4	.896**	.746**	.838**	.853**
5	.893**	.782**	.823**	.871**
6	.926**	.848**	.741**	.819**
7	.754**	.868**	.741**	.861**
8	.731**	.838**	.725**	.616**
9	-	.868**	.726**	.624**
10	-	.835**	.603**	.681**

Based on the validity test that has been carried out in the table above, the following results are obtained. In variable X1 there are 8 items with the lowest number at 0.713. Then in variable X2 there are 10 items with the lowest number at 0.721. Next in variable X3 has a total of 10 items with the lowest value at 0.603. Finally, variable Y has a total of 10 items with the lowest value at 0.616. All variables have a calculated R value greater than the R table (0.195). So it can be concluded that all items in each variable have a valid distribution.

3.3 Reliability Test

The implementation of this reliability test aims to measure the consistency of the instruments that have been used in the study. An instrument will be declared reliable if it has a Cronbach's alpa value of more than 0.60. The following are the results of the reliability test.

Table 2. Reliability test

Reliability Statistics	X1	X2	X3	Y
Cronbach's Alpha	0,933	0,936	0,906	0,921
N of Items	8	10	10	10

Based on the reliability test conducted on Cronbach's alpha X1 of 0.933. next on variable X2 has a Cronbach's alpha value of 0.936. then on variable X3 has a Cronbach's alpha value of 0.906. The last variable Y has a Cronbach's alpha value of 0.921. Thus, it can be concluded that all variables have a Cronbach's alpha value of more than 0.60 and have been declared reliable.

3.4 Normality Test

Normality tests are carried out to determine the distribution of data or variables used is normally distributed. This Normality Test uses the Kolmogorov-Smirnov technique with a test decision if Asymp. Sig has a result greater than 0.05, then the variable distribution has a normal distribution.

Table 3. Normality test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	0,66822276
Most Extreme Differences	Absolute	0,051
	Positive	0,049
	Negative	-0,051
Test Statistic		0,051
Asymp. Sig. (2-tailed)		.200 ^{c,d}

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Based on the results of the normality test, the Asymp. Sig. Has a value of 0.200 which is greater than 0.5. Thus, the distribution is normal.

3.5 Multicollinearity Test

The multicollinearity test is used with the intention of determining whether there is a high or almost perfect correlation between the independent variable and the dependent variable. Multicollinearity test is done through the VIF (Variance Inflation Factor) value (Ghozali, 2016). If the VIF value is smaller than 10.00, it will be concluded that multicollinearity does not occur. The table below shows the multicollinearity test results as follows.

Table 4. Multicollinearity test

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	X1	0,680	1,470
	X2	0,669	1,494
	X3	0,755	1,325

a. Dependent Variable: Y

The **Table 4**, is the result of multicollinearity testing. The test results show that X1 has a VIF value of 1.470 which means it is smaller than 10.00. The X2 test results have a value of 1.494 and the X3 variable is 1.325. Thus, it can be concluded that the multicollinearity test results are less than 10.00 and it can be assumed that there are no multicollinearity symptoms.

3.6 Heteroscedasticity Test

The heteroscedasticity test is used to determine the occurrence of inequality between variants in the same observation in each dependent variable of the regression test. This test uses Glejser with a standard satisfaction sig value above 0.05, so it can be stated that there are no symptoms of heteroscedasticity. The table below is the result of the heteroscedasticity test.

Table 5. Heteroscedasticity test

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1 (Constant)	1,344	0,338		3,980	0,000	
TOTAL_X1	0,065	0,044	0,882	1,480	0,142	
TOTAL_X2	-0,016	0,056	-0,237	-0,282	0,778	
TOTAL_X3	-0,057	0,051	-0,820	-1,112	0,269	

a. Dependent Variable: ABS_RES

The significance result in the heteroscedasticity test is 0.269. This value is higher than the 0.05 significance level used in statistical analysis. When comparing $0.269 > 0.05$. With this, the test indicates the absence of heteroscedasticity in the items used.

3.7 Linear Regression Test

Linear testing is carried out to see the relationship between the independent variable and the dependent variable. In this regression test a test can be carried out by looking at the value in the Sig. table on the test calculation results. A variable can be declared to have a relationship if the value on Sig. is smaller than 0.05. The regression test results in **Table 6**.

Table 6. T-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Decision
	B	Std. Error	Beta			
1 (Constant)	2,014	0,584		3,448	0,001	
TOTAL_X1	0,407	0,076	0,370	5,325	0,000	H1 Accepted
TOTAL_X2	0,267	0,096	0,272	2,777	0,007	H2 Accepted
TOTAL_X3	0,369	0,089	0,357	4,164	0,000	H3 Accepted

In the **Table 6**, it is known that the Sig. workload variable is 0.000. Next, the locus of control variable has a value of 0.007. Next on the self-efficacy variable with a variable value of Sig. 0.000. Thus, all independent variables have a Sig. value smaller than 0.05. Therefore, it can be assumed that there is a positive and significant effect on workload variables, locus of control and self-efficacy on employee performance partially.

3.8 Multiple Regression Test

Multiple regression testing is carried out to see how the relationship between variables together. In this multiple regression test can be carried out by looking at the value in the Sig table. test results. If the Sig. value is less than 0.05. Then there is a positive and significant influence, but on the contrary, if the Sig. value is more than 0.05, there is a negative and insignificant influence.

Table 7. F-test

Model	Sum of Squares	df	Mean Square	F	Sig.	Decision
1 Regression	3427,504	3	1142,501	2481,134	.000 ^b	H4 Accepted
Residual	44,206	96	0,460			
Total	3471,710	99				

a. Dependent Variable: TOTAL_Y

b. Predictors: (Constant), TOTAL_X3, TOTAL_X1, TOTAL_X2

In the **Table 7**, it is known that Sig. is worth 0.000 which is less than 0.05. So there is a positive and significant influence between workload variables, locus of control and self-efficacy on employee performance together.

4. DISCUSSION

4.1 Workload and Employee Performance

This study shows that the workload has a positive and significant effect on employee performance. The higher the workload, the higher the employee performance. In addition, a comfortable work environment plays a role in helping employees complete their tasks. Employees also understand and comply with the goals and targets that have been set according to the

instructions given. The clearer the time targets and tasks to be completed, the more employees will be able to accomplish their tasks, both individually and collectively. A good understanding of work objectives and awareness of effective use of time also help employees reduce perceived workload. Therefore, a high workload balanced with clear targets and adequate time can improve overall employee performance. Thus, high workload accompanied by a comfortable working environment, clear time targets, and an understanding of work objectives, contribute significantly to improving employee performance. This finding is in line with Aisyah et al. (2023) which reveals that workload can have a direct effect on employee performance. Workload is supported by indicators of predetermined goals, work conditions, use of work time and work standards on employees to provide an increase in employee performance. Then, workload has a significant and positive influence on employee performance. The study results show that workload can have a direct effect on employee performance, with increased workload leading to increased performance (Aisyah et al., 2023; Herawati et al., 2023). In addition, a positive and significant effect of workload on job satisfaction has been found, which in turn positively affects employee performance (Lutfitasari et al., 2022; Setiti & Paramarta, 2023). Then, by providing the appropriate portion of the workload, it is believed that it will not overburden the employees (Cahyaningsih & Dyahjatmayanti, 2023; Hutabarat et al., 2023). Then, completing many assigned tasks will affect employee performance in a better direction. However, the findings of Spagnoli et al. (2020) mentioned that workload has a negative relationship with employee performance. Asteya (2023) also found a negative relationship on workload to employee performance. This is because excessive workload can cause high stress and fatigue, so employees cannot work effectively. Therefore, the workload factor is a crucial aspect in improving employee performance. Thus, alignment between time targets and tasks assigned to employees can improve employee skills in completing tasks, both individually and collaboratively.

4.2. Locus of Control and Employee Performance

The findings of this study indicate that locus of control has a positive and significant effect on employee performance. The higher the locus of control, the higher the employee performance. With this positive influence, the goals set by the company can be achieved, and employee motivation is also formed. This indicates that employees with a high locus of control tend to consider various alternatives and consequences before making important decisions at work. They believe that hard work is the main factor in achieving success. In addition, they have high self-confidence, good self-control skills, and a tendency to find solutions to any problems that arise. Overall, employees' locus of control positively affects their performance. When employees feel they have control over their actions and outcomes, they tend to perform better. Positive thinking and confidence in one's ability to complete assigned tasks are important factors in supporting optimal performance. Therefore, employees who feel in control of their actions and work outcomes tend to show better performance, because they are more confident, able to control themselves, and seek solutions in facing challenges. In line with the findings Annisa & Ginarti (2023), high locus of control in employees has an influence on improving employee performance. Locus of control built by indicators of success, self-quality, facing fiber problems looking for solutions, thinking effectively, and succeeding because of effort can improve performance in employees. Employees with high levels of self-efficacy tend to have better work results. Locus of control has a very significant influence on employee performance (Annisa & Ginarti, 2023; Nilla Tazkia Jumaharta & Sulastri Irbayuni, 2023; Shatila, 2023). The existence of thoughts about gender assortment in the workplace is also related to locus of control, has also been researched to have a significant impact on employee performance (Situmorang, 2023; Syahril et al., 2023). While, Harmen et al. (2022) refutes this research with the argument that locus of control has a negative impact on employee performance. Kesumawatie et al. (2021) states that locus of control has no significant effect on employee performance. This concludes that employees who have a locus of control internally or externally will experience a decrease in performance. Overall, locus of control has an important role in improving employee performance in various factors. Thus, high self-confidence, a good level of self-control, and the ability to find solutions to any problems that arise are factors that contribute to improved performance.

4.3 Self-Efficacy and Employee Performance

This finding indicates that self-efficacy has an important role in improving employee performance. The results showed that self-efficacy has a positive and significant effect on performance. Strong self-efficacy allows company goals to be achieved more easily, because employees who have high confidence in their abilities tend to be able to control themselves and face various challenges at work. Employees with good self-efficacy have the confidence to complete tasks, withstand job pressures, and work hard, persistently, and diligently. This shows that self-efficacy allows employees to perform tasks to the maximum, playing an important role in determining optimal performance. The study found that when employees have high self-efficacy, they are more likely to achieve company goals. Several indicators of self-efficacy, such as the belief in being able to complete a particular task, self-motivation, perseverance in effort, as well as the ability to deal with various difficult situations, significantly improve performance. This positive factor shows that self-efficacy has a major influence in encouraging optimal employee performance. Thus, employees with high self-efficacy are more confident, persistent, and effective in achieving company goals, so they are able to face job challenges and contribute significantly to optimal performance. This research shows that self-efficacy has a significant influence on employee performance. In addition, self-efficacy has a significant influence on employee performance, with work motivation and work engagement mediating this relationship (Hadi, 2023; Nasution & Saragih, 2023; Saleem et al., 2022). Positive social influence from superiors will have a significant impact on employee performance (Annisa & Ginarti, 2023). Next, a positive influence on self-efficacy also has a positive impact on efforts to improve sustainable employee performance (Hidayat & Panjaitan, 2022). Later, self-efficacy was studied to be an important factor for employee performance, along with locus of control (Saleem et al., 2022). Thus, some of the findings above provide an opinion that employee self-efficacy can improve employee performance.

This means that the belief that success or failure depends on how the employee controls himself.

4.4 Workload, Locus of Control, Self-Efficacy and Employee Performance

The results of statistical testing provide findings that workload, locus of control, self-efficacy have a positive and significant effect on employee performance. With all these positive aspects, it shows that the work ethic of each employee is well formed and can improve satisfactory work results. These positive results are formed because of clear work goals, employees have understood the tasks given, mastered a problem well. Then, always think efficiently and find solutions to every problem that arises, workers have confidence that they will be able to complete the task. In addition, employees are also able to withstand all forms of work pressure given. This implies that workload, locus of control, and self-efficacy are important factors that influence how well employees perform in their work. When employees consider their workload to be manageable, feel they can control their circumstances, and believe in their ability to succeed, employees tend to perform better. Workload, locus of control and self-efficacy have a positive impact on employee performance. The quality of human resources, including individual employee performance. Locus of control and ability have a positive and significant impact on employee performance, and self-efficacy also has a partial effect on employee performance (Prasetyaningtiyas et al., 2022). As for the simultaneous effect when both factors are considered in the context of start-up companies, self-efficacy and locus of control support increased employee performance (Agustini et al., 2023; Situmorang, 2023; Yusanti & Suprapti, 2022). Thus, workload, locus of control, and self-efficacy have an important role in determining employee performance in employee work.

5. CONCLUSION

Based on the research and test results that have been conducted, all variables have an influence on employee performance. Workload affects employee performance with the tasks given according to the ability or even the tasks given exceed the capacity of the worker and can have a positive impact on the company. Locus of control has an impact on employee performance, if employees are able to control themselves, they can think positively that they are able to complete all tasks given by the company. Then, self-efficacy has a very important influence on employee performance. Workers who have high self-confidence in solving existing problems and have high self-confidence that they can complete their tasks. In summary, the findings of this study indicate encouraging clear work goals, providing adequate support and resources for employee performance. The existence of positive thinking and self-confidence in employees will create a comfortable work environment that can improve employee performance. These findings emphasize the importance of addressing workload management, promoting internal locus of control and self-confidence, and supporting employees in developing resilience to work pressure to increase overall organizational productivity. This study only focuses on several variables (workload, locus of control, self-efficacy) without considering other factors that may affect employee performance, such as leadership style, organizational culture, or external market conditions. Therefore, it is important for further research to investigate potential mediating or moderating variables such as social support or job satisfaction that may affect the employee-performance relationship.

REFERENCES

- Abang, R., Nursiani, N. P., & Fanggidae, R. P. C. (2018). Pengaruh Beban Kerja Terhadap Kinerja Tenaga Kependidikan Pada Kantor Rektorat Universitas Nusa Cendana Kupang. *Journal of Management: Small and Medium Enterprises (SMEs)*, 7(2), 225–246.
- Agustini, C. R., Rismansyah, R., & Hendri, E. (2023). Pengaruh Efikasi Diri dan Locus of Control terhadap Kinerja Pegawai pada Dinas Ketahanan Pangan dan Peternakan Provinsi Sumatera Selatan. *Journal of Management: Small and Medium Enterprises (SMEs)*, 16(1), 19–26. <https://doi.org/10.35508/jom.v16i1.7756>
- Aisyah, D. N., Lumbanraja, P., & Gultom, P. (2023). The Influence of Workload and Adaptation Ability on Employee Performance Through Satisfaction Work at PT. Bank of Sumut Regional 1 Medan. *International Journal of Educational Review, Law and Social Sciences (IJERLAS)*, 3(4), 1241–1245. <https://doi.org/10.54443/ijerlas.v3i4.956>
- Annisa, N. N., & Ginarti, S. (2023). Employee performance: Self-efficacy and locus of control. *International Journal on Social Science, Economics and Art*, 12(4), 200–206. <https://doi.org/10.35335/ijosea.v12i4.181>
- Asfarina, A. (2017). Pengaruh Internal Locus of Control Dan Budaya Perusahaan Terhadap Salary Agency Di PT. Takaful Umum Cabang Surabaya. *OECONOMICUS Journal of Economics*, 1(2), 147–165.
- Asteya, P. G. (2023). Job stress mediate: Workload on performance. *World Journal of Advanced Research and Reviews*, 19(2), 1335–1334. <https://doi.org/10.30574/wjarr.2023.19.2.1733>
- Azizzah, R. N., & Firdaus, V. (2022). Pengaruh Leadership Style, Work Environment Dan Work Overload Terhadap Kinerja Karyawan Pada Cv. Citra Pangan Utama. *National Multidisciplinary Sciences*, 1(3), 470–479. <https://doi.org/10.32528/nms.v1i3.104>
- Cahyaningsih, F., & Dyahjatmayanti, D. (2023). The Effect of Workload and Work Environment on Employee Performance at PT. Merpati Angkasa Abadi Sultan Muhammad Kaharuddin Airport Sumbawa. *AURELIA: Jurnal Penelitian*

- Dan Pengabdian Masyarakat Indonesia*, 2(2), 1474–1482. <https://doi.org/10.57235/aurelia.v2i2.712>
- Darim, A. (2020). Manajemen Perilaku Organisasi dalam Mewujudkan Sumber Daya Manusia yang Kompeten. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 1(1). <https://doi.org/10.31538/munaddhomah.v1i1.29>
- Dommermuth, L., Hohmann-Marriott, B., & Lappegård, T. (2017). Gender equality in the family and childbearing. *Journal of Family Issues*, 38(13), 1803–1824.
- Ghozali, I. (2016). *Aplikasi analisis multivariete dengan program IBM SPSS 23*.
- Hadi, P. (2023). The influence of self-efficacy on employee performance mediated by work motivation and work engagement. *International Journal of Research in Business and Social Science* (2147- 4478), 12(2), 653–661. <https://doi.org/10.20525/ijrbs.v12i2.2465>
- Harmen, H., Rahmadsyah, A., & Aprinawati, A. (2022). Locus of Control and Responsibility for Employee Performance. *Jurnal Manajemen Bisnis Eka Prasetya Penelitian Ilmu Manajemen*, 8(1), 137–148. <https://doi.org/10.47663/jmbep.v8i1.245>
- Herawati, H., Setyadi, D., Michael, M., & Hidayati, T. (2023). The Effect of Workload, Supervisor, and Coworker Supports on Job Performance through Job Satisfaction. *International Journal of Finance, Economics and Business*, 2(1), 13–33. <https://doi.org/10.56225/ijfeb.v2i1.168>
- Hidayat, R., & Panjaitan, S. (2022). Effect of Self-Efficacy, Talent Management and Continuous Improvement on Employee Performance. *The Management Journal of Binaniaga*, 7(2), 229–238. <https://doi.org/10.33062/mjb.v7i2.12>
- Hutabarat, L., Sihombing, N. S., Herlambang, S. P., Siregar, P. N. U. S., & Sitompul, J. (2023). The Effect of Competence, Compensation, Workload, and Work Motivation toward Employee Performance. *International Journal of Finance, Economics and Business*, 2(1), 84–92. <https://doi.org/10.56225/ijfeb.v2i1.171>
- Indriyani, D. N., Suardhika, I. N., & Rismawan, P. A. E. (2023). Pengaruh Kompetensi, Self Efficacy Dan Lingkungan Kerja Terhadap Kinerja Pegawai Kantor Biro Umum Dan Protokol Setda Provinsi Bali. *VALUES*, 4(1), 150–165.
- Irawati, R. (2018). Pengambilan Keputusan Usaha Mandiri Mahasiswa Ditinjau dari Faktor Internal dan Eksternal. *Jurnal Ilmiah Bisnis Dan Ekonomi Asia*, 11(2). <https://doi.org/10.32812/jibeka.v11i2.61>
- Irawati, R., & Carrollina, D. A. (2017). Analisis pengaruh beban kerja terhadap kinerja karyawan operator pada PT Giken Precision Indonesia. *Inovbiz: Jurnal Inovasi Bisnis*, 5(1), 51–58.
- Kesumawatie, M. I., Sumaryono, R., & Herdijanto, T. (2021). Impact of Locus Control and The Work Environment on Employee Performance with Self-Efficiency as a Mediation in Paper Companies in East Java. *Ilomata International Journal of Management*, 2(2), 82–92. <https://doi.org/10.52728/ijjm.v2i2.219>
- Kusumaningsih, A., Purwana, D., & Suherdi. (2023). The Influence of Locus of Control and Industry Work Practice To Work Readiness. *Marginal Journal of Management, Accounting, General Finance And International Economic Issues*, 2(3), 618–627. <https://doi.org/10.55047/marginal.v2i3.681>
- Latief, F., Bahasoan, S., & Adriyanti. (2023). Pengaruh Gaya Kepemimpinan dan Motivasi Kerja Terhadap Kinerja Karyawan pada Bank Sulselbar Cabang Jeneponto. *Jurnal Manajemen Dan Akuntansi*, 1(1).
- Lutfitasari, L., Ruja, I. N., Eskasasnanda, I. D. P., Sukanto, S., & Kurniawan, N. C. (2022). Membangun kepercayaan dalam usaha online fashion di kalangan mahasiswa Fakultas Ilmu Sosial Universitas Negeri Malang. *Jurnal Integrasi Dan Harmoni Inovatif Ilmu-Ilmu Sosial*, 2(11), 1113–1119.
- Nasution, R. A. N., & Saragih, I. S. (2023). The influence of self-efficacy and organizational climate on employee performance. *Enrichment : Journal of Management*, 13(1), 127–134. <https://doi.org/10.35335/enrichment.v13i1.1204>
- Nilla Tazkia Jumaharta, & Sulastri Irbayuni. (2023). The Effect of Self Efficacy and Locus of Control on Job Performance Conec World Surabaya Startup Employee. *Indonesian Journal of Business Analytics*, 3(3), 637–646. <https://doi.org/10.55927/ijba.v3i3.4677>
- Nuraeni, Y., & Suryono, I. L. (2021). Analisis Kesenjangan Gender dalam Bidang Ketenagakerjaan di Indonesia. *Nakhoda: Jurnal Ilmu Pemerintahan*, 20(1). <https://doi.org/10.35967/njip.v20i1.134>
- Prasetyaningtiyas, S., Putri, R. A. S. I., & Prihatini, D. (2022). Pengaruh Locus of Control dan Kompetensi terhadap Kinerja Karyawan dengan Budaya Organisasi Sebagai Pemoderasi pada PT. Telkomsel Branch Sidoarjo. *VALUE: Journal of Business Studies*, 1(2), 158. <https://doi.org/10.19184/value.v1i2.35409>
- Purba, N., & Setiyono, S. (2022). Pengaruh Kompensasi, Kompetensi dan Beban Kerja Terhadap Kinerja Karyawan PT Indodrill Indonesia. *Jurnal Indonesia Sosial Sains*, 3(2). <https://doi.org/10.36418/jiss.v3i2.547>
- Rahmadani, Labbase, I., Nasir, M., & Kamidin, M. (2023). Pengaruh Disiplin Kerja dan Kompensasi Terhadap Kinerja Karyawan. *Center of Economic Students Journal*, 6(2). <https://doi.org/10.56750/csej.v6i2.577>
- Ratnasari, S. L., & Purba, W. C. (2019). Pengaruh Konflik Kerja, Stres Kerja, Dan Beban Kerja Terhadap Kinerja Karyawan Pt. Mutiara Utama Sukses. *Jurnal Bening*, 6(1). <https://doi.org/10.33373/bening.v6i1.1540>

- Saleem, F., Malik, M. I., & Qasim, A. (2022). Supervisor Support, Self-Efficacy, and Employee Performance: The Mediating Role of Office De-Clutter. *Administrative Sciences*, 12(4), 177. <https://doi.org/10.3390/admsci12040177>
- Saleha, S., Siregar, I., Naufal, M., & Zainarti, Z. (2023). Dampak Sistem Manajemen Kinerja Terhadap Kinerja Karyawan. *El-Mal: Jurnal Kajian Ekonomi & Bisnis Islam*, 4(6). <https://doi.org/10.47467/elmal.v4i6.3035>
- Setiti, L. M. D., & Paramarta, W. A. (2023). Workload Influence on Employee Performance of Aria Villas Seminyak with Work Stress as a Variable Intervening. *Greenomika*, 5(1), 39–51. <https://doi.org/10.55732/unu.gnk.2022.05.1.4>
- Shatila, K. (2023). *The Effect of Gender Diversity and Locus of Control on Employee Sustainability* (pp. 166–182). <https://doi.org/10.4018/978-1-6684-4181-7.ch009>
- Simangunsong, B. A. M. P. (2023). Pengaruh Beban Kerja dan Kompensasi Terhadap Kinerja Guru. *Jurnal Bisnisan : Riset Bisnis Dan Manajemen*, 4(3). <https://doi.org/10.52005/bisnisan.v4i3.119>
- Situmorang, I. R. (2023). Pengaruh Self Efficacy dan Locus of Control dalam Meningkatkan Kinerja Karyawan di Cassano Café Medan. *Niagawan*, 12(1), 45. <https://doi.org/10.24114/niaga.v12i1.43865>
- Spagnoli, P., Haynes, N. J., Kovalchuk, L. S., Clark, M. A., Buono, C., & Balducci, C. (2020). Workload, Workaholism, and Job Performance: Uncovering Their Complex Relationship. *International Journal of Environmental Research and Public Health*, 17(18), 6536. <https://doi.org/10.3390/ijerph17186536>
- Syahril, S., Yusnaena, Y., Mulyati, Y., & Rosa, Y. Del. (2023). Improving Employee Performance Through Perception of Internal Locus of Control and External Locus of Control at PT. Hayati Padang (A Study on Motorcycle Dealers in Padang City). *International Journal of Research and Review*, 10(5), 507–511. <https://doi.org/10.52403/ijrr.20230558>
- Syatriadin, S. (2017). Locus of Control: Teori temuan penelitian dan reorientasinya dalam manajemen penanganan kesulitan belajar peserta didik. *Fondatia*, 1(1), 144–164.
- Wartono, T. (2017). Pengaruh stres kerja terhadap kinerja karyawan. *Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 4(2), 41–55.
- Yusanti, T. I., & Suprpti, S. (2022). Influence of Workload and Digital Competency on Performance of Employees. *Proceeding of The International Conference on Business and Economics*, 1(1), 73–85. <https://doi.org/10.56444/icbeuntagsmg.v1i1.286>