

**THE EFFECT OF LOCUS OF CONTROL, SELF-ESTEEM, AND WORK STRESS
ON EMPLOYEE PERFORMANCE AT BATIN MANGUNANG HOSPITAL IN
THE PERSPECTIVE OF HUMAN RESOURCE MANAGEMENT (Study on
Employees of Batin Mangunang Hospital, Kota Agung Regency Tanggamus)**

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ABSTRACT

Medical personnel at Batin Mangunang Hospital who experience a high workload tend to have a weak Locus of control, which can have an impact on stress levels while working and lower their self-esteem. This can then have an impact on a lack of attention to patients and less than optimal services. Therefore, researchers are interested in researching the condition of employees when carrying out their duties using quantitative research methods. This research was conducted using a quantitative-based research method. Quantitative research involves analyzing numerical-based data that is processed by utilizing statistical methods. Quantitative research methods can be understood as research methods that rely on the philosophy of positivism and are used to study certain populations or samples. Using a questionnaire, data was collected from the population of 325 employees of Batin Mangunang Hospital, with a sample size of 77 employees. When employees have a strong internal locus of control, high self-esteem, and effective stress management skills, usually their performance is more optimal. This is the fruit of their self-confidence and sense of responsibility for the actions taken, as well as their determination in facing challenges. Based on the Locus of Control, Self-Esteem and Work Stress can be said that the effect on employee performance is very significant. This shows how important Locus of Control, Self-Esteem, and Stress are in Performance.

Keywords: Employee Performance, Locus of Control, Self-esteem, Work Stress.

ABSTRAK

Tenaga medis RS Batin Mangunang yang mengalami beban kerja tinggi cenderung memiliki Locus of control yang lemah sehingga dapat berdampak pada tingkat stres saat bekerja dan menurunkan harga diri. Hal ini kemudian dapat berdampak pada kurangnya perhatian terhadap pasien dan kurang maksimalnya pelayanan. Oleh karena itu peneliti tertarik untuk meneliti kondisi pegawai pada saat melaksanakan

tugasnya dengan menggunakan metode penelitian kuantitatif. Penelitian ini dilakukan dengan menggunakan metode penelitian berbasis kuantitatif. Penelitian kuantitatif melibatkan analisis data berbasis numerik yang diolah dengan memanfaatkan metode statistik. Metode penelitian kuantitatif dapat dipahami sebagai metode penelitian yang bertumpu pada filosofi positivisme dan digunakan untuk mempelajari populasi atau sampel tertentu. Dengan menggunakan kuesioner, data dikumpulkan dari populasi karyawan RS Batin Mangunang yang berjumlah 325 orang, dengan jumlah sampel sebanyak 77 karyawan. Ketika karyawan memiliki locus of control internal yang kuat, harga diri yang tinggi, dan kemampuan manajemen stres yang efektif, biasanya kinerjanya akan lebih optimal. Hal ini merupakan buah dari rasa percaya diri dan rasa tanggung jawab atas tindakan yang diambil, serta tekad mereka dalam menghadapi tantangan. Berdasarkan Locus of Control, Self-Esteem dan Stress Kerja dapat dikatakan berpengaruh terhadap kinerja karyawan sangat signifikan. Hal ini menunjukkan betapa pentingnya Locus of Control, Self-Esteem, dan Stress dalam Kinerja.

Kata Kunci: Kinerja Karyawan, Locus of Control, Harga Diri, Stres Kerja.

INTRODUCTION

Human resource success is the effort of individuals or groups who are able and willing to exert efforts to achieve the goals of an organization. One of these organizations is the Hospital. WHO states that hospitals are an integral part of social and medical organizations, which have the function of providing complete services (Koprehens) facilities that provide medical services. The hospital has a business and social mission as a service provider entity. Because hospitals have a social mission, they must fulfill their responsibilities to patients with humanity and integrity. High performance and qualified human potential are very important for the Hospital. The work environment in hospitals often has unique characteristics, such as high workloads, long working hours, and the demand to provide fast and accurate services. Because the reasons for employee performance decline are different from other employees, this is due to the complexity of the causes. Medical staff must have strong interpersonal skills, especially empathy, because their performance is an indicator of

the overall performance of the hospital. Therefore, it is important to understand various factors that affect employee performance, including Locus Of Control, Self-Esteem, and Work Stress.

Locus Of Control is a person's belief in the source of the source that controls the events that occur to him, controlled by himself or the power within him (Hastini, et al., 2018 in andini et all., 2023) According to the results of research by Agung and Ratnawili (2020) entitled The Influence of Locus Of Control, Self Efficacy, and Self Esteem on Nurse Performance, nurses' performance at work is well influenced and drastically their locus of control because nurses always try to provide services to patients without coercion. In line with the study of Rachma Atamimi et al. (2022) Research conducted at SMA Negeri 11 Ambon Maluku entitled The Impact of Locus of Control on Teacher Performance Through Teacher Job Satisfaction in the results found a good and drastic relationship between the locus of control factor and teacher

performance variables. This study shows how locus of control can improve teacher performance by encouraging teachers to be more confident, proactive, and responsible in all their interactions with students.

So, the locus of control is the belief if an individual's success is internal (from actions or attitudes taken by the individual) or external (from outside the individual) (from fate, luck, or other external circumstances that can influence the individual's behavior and attitude in determining his success. In addition to the locus of control, there is an internal factor that can affect the performance of hospital employees who often face a very high workload, especially in areas with limited resources. This can result in physical and mental exhaustion, as well as low self-esteem.

Self-esteem is a process of evaluation or assessment that an individual shows to himself which is later related to the individual's acceptance of him by showing appreciation and recognition and showing the extent to which the individual is capable, successful and valuable (deany et al., 2016 in Bactiar et al., 2023:304). Low self-esteem, feelings of inadequacy, and feelings of uselessness are the result of the phenomena that the author observes in hospitals of frustration or obstruction of meeting the needs of self-esteem. This causes individuals to feel empty, indecisive, and hopeless when faced with the demands of life and have a low opinion of themselves compared to others. In the research of Rahman Tanjung et al. (2020) entitled *The Effect of Self-Assessment and Self-Efficacy on Job Satisfaction and Its Implications on Teacher Performance*. The level of influence of self-esteem on job satisfaction was 45.1%. Because self-esteem has a drastic impact on job satisfaction, efforts must be made to increase self-esteem through compliance and compliance with requirements related to self-esteem.

On the other hand, high levels of excessive workload, lack of social support,

interpersonal conflicts, job uncertainty, and high demands cause work stress in medical personnel. While work stress can be beneficial, it can also negatively impact performance. Simply put, if stress has the ability to improve or hinder performance, then there are no difficulties at work and performance tends to be poor. Robbins & Judge (2017) states that excessive stress levels can affect employee performance or result in inefficient and unproductive performance. Stressed health workers can provide low-quality care, which can endanger patient safety (Pavithra and Sivakumar, 2020 in Pratiwi et al., 2023). Excessive stress can interfere with employees' concentration, motivation, and well-being, which can ultimately affect their performance. Therefore, it is crucial to handle stress well through strategies such as time management, social support, and relaxation techniques.

Meanwhile, the number of hospitals in Indonesia grew by 9.7% between 2019 and 2023. In 2023, there will be 3,155 hospitals, up from 2,877 in 2019. Until 2023, Indonesia will have 2,636 RSU hospitals and 519 RSK hospitals. Figure 1.1 summarizes how the total general and specialty hospitals have changed over the past five years. Community empowerment in the health sector, Based on the Regulation of the Minister of Health of the Republic of Indonesia Number 8 of 2019, this procedure aims to increase the knowledge, awareness, and expertise of citizens so that they can play an active role in health efforts. This strategy is implemented by paying attention to local needs, potentials, and socio-cultural conditions and prioritizing problem solving through an educational and participatory approach.

In addition, in the Lampung Province itself in 2019–2024, the growth of treatment facilities, which is often measured based on the number of hospitals, the number of beds, and its proportion to the number of population, is one way to assess the development of hospital facilities in

Lampung Province. Until 2023, Lampung Province will have 81 government and private hospitals, both public and special hospitals.

However, it is different from the Tanggamus area itself which has 2 Regional and Private Public Hospitals. 18 Inpatient Hospitals, and 692 Posyandu. One of the first hospitals, namely Batin Mangunang Hospital which operated in 2009, is located on Soekarno-Hatta street, Islamic Center Complex, Pekon Kedamaian, Kota Agung District, the Second General Hospital, Panti Secanti Hospital and Alfa Medika Inpatient Clinic. However, each hospital has a different Rating because of the satisfaction of a patient which determines the comfort of the hospital.

Table 1. Highest and Lowest Ratings of Health Companies in Tanggamus

Hospital Name	Rating	Number of Reviews
Batin Mangunang Hospital	3.5	103 Reviews
Panti Secanti General Hospital	4.3	191 Reviews
Alfa Medika Hospitalization	4.2	30 Reviews

Source : Data processed by Researcher, 2024

From table 1, it can be reviewed if Panti Secanti Hospital has the highest rating of 4.3 with 191 reviews. Then Alfa Medika Inpatient Clinic which has the Second Highest Rating is 4.2 with 30 reviews. And Batin Mangunang Hospital has the lowest rating of 3.5 with 103 reviews. It can be revealed that Batin Mangunang Hospital has the lowest rating of 2 other hospitals. Batin Mangunang Hospital has several problems, including employee performance which is often unstable which has factors such as high workload, increased stress due to many patients in the hospital, and self-confidence in their abilities. This concerns the psychology of a worker such as Locus of Control, self-esteem, and work stress in the work they experience. In addition, this data forms the basis for researchers' analysis of issues related to employee performance, work stress, loci of control, and self-esteem, as this data makes sense given the issues facing businesses. Data

from the Batin Mangunang Regional Hospital was used to show that there was discomfort or patient satisfaction with the performance of employees at Batin Mangunang Hospital.

Medical personnel of Batin Mangunang Hospital who have a higher workload have an impact on the weak Locus of control so that it affects stress at work and spreads to the self-esteem felt by the medical personnel of Batin Mangunang Hospital. This results in a lack of concern for patients and provides suboptimal services. So that the researcher wants to conduct research to understand the condition of employees in doing their work and the circumstances they feel. as well as understanding the Impact of Locus Of Control, self-esteem, and work stress on employee performance at Batin Mangunang Hospital, Kota Agung Regency, Tanggamus Regency. can identify the Factors that affect employee performance and take steps, namely improving the performance and health of employees or medical personnel at Batin Hospital Mangunang. Based on this background, the reviewer wants to raise the title "The Influence of Locus of Control, Self-Esteem, and Work Stress on Employee Performance at Batin Mangunang Hospital in the Perspective of Human Resource Management (Study on Employees of Batin Mangunang Hospital, Kota Agung Regency, Tanggamus Regency)."

RESEARCH METHOD

This method uses the Quantitative method. This study uses a quantitative research method. Quantitative research focuses on the analysis of numerical data processed using statistical methods. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism and are used to study certain populations or samples. Using a Questionnaire distributed to Employees of Batin Mangunang Hospital, Population 325 Employees with a sample of 77 employees. Variables used by Locus Of Control, Self-

Esteem, and Work Stress on Employee Performance. The data analysis technique uses multiple linear regression analysis, variable measurement using validity and reliability tests, analysis infrastructure tests, and hypopotence tests.

RESULTS AND DISCUSSION

The assessor collects data by distributing questionnaires online and offline to informants. This stage is held for 15 days, starting from October 1, 2024 to October 15, 2024. The number of targeted informants is 77 informants, namely employees of Batin Mangunang Hospital.

PARTIAL TEST (T TEST)

The significance test of individual parameters (t-test) was carried out to show how far one descriptive/independent variable individually explained the variation of the dependent variable.

The test is to determine a conclusion with a significance level = 5% or 0.05, namely:

- If the level of significance $< 5\%$, it will be rejected, on the contrary, it will be accepted. This means that independent variables individually affect dependent variables. H_0 H_1
- If the significance level is $> 5\%$, it is accepted, on the contrary, H_a is rejected. This means that independent variables individually have no effect on dependent variables. H_0

Table 2. T Test Results

Type	Unstandardized Coefficients		Standardized Coefficient	T	Sig.
	B	Std. Error			
(Constant)	5,373	3,853		1,394	0,167
Locus Of Control (x1)	0,331	0,088	0,360	3,745	0,001
Self-esteem (x2)	0,192	0,078	0,219	2,461	0,016
Work Stress (x3)	0,364	0,110	0,367	3,314	0,001

Data Source: Assessor-handled data (SPSS version 30, 2024)

Based on the table, we can know if:

- Locus Of Control has a statistical t value of $3.745 > t$ table 1.666 and significance, namely $0.001 < 0.05$, it can be expressed if Locus Of Control has a drastic impact on employee performance so that H_1 in this review is accepted.
- Self-esteem has a statistical t-value of $2.461 > t$ -table 1.666 and significance, namely $0.016 < 0.05$, which can be expressed if self-esteem has a drastic impact on employee performance so that H_2 in this review is accepted.
- Work Stress has a statistical t value of $3.314 > t$ table 1.666 and a significance of $0.001 < 0.05$, which can be expressed if work stress has a drastic impact on employee performance so that H_3 in this review is accepted.

Simultaneous Test (Test F)

Table.3 Test Results F

Type	Sum of Squares	Df	Mean Square	F	Sig.
Regression	520.322	3	173.441	35.915	<.001b
Residual	352.535	73	4.829		
Total	872.857	76			

Data Source : Primary Data handled by Researcher ,2024

In this review, the formula is used, namely:

$f_{table} = Df1 (k-1) Df2 (n-k)$ with a significance of 0.05 (5%) = $Df1 (3 - 2) Df2 (77-3 = 74) 3.12$ (able to be reviewed on f_{table})

Looking at table 4.18, we can see that if $f_{Calculate} > f_{table}$ is $35.915 > f_{table} 3.12$ and the significance is $0.001 < 0.05$, this means that the simultaneous Locus Of Control Variables, Self-Esteem and Work Stress simultaneously have a drastic impact on employee performance.

1. The Effect of Locus Of Control on Employee Performance

Looking at the discussion obtained from the statistical t test, it shows that the statistic t is $3.745 > t$ table 1.666 and the

significance is $0.001 < 0.05$, it can be revealed if the Locus Of Control has a drastic impact on Employee Performance so that H_1 in this review is accepted. In the study of Locus Of Control having an impact on Employee Performance, it identifies if Locus Of Control is very important its contribution to the achievement of employee performance. The goal is to understand how much internal Locus of Control (believing that success or failure is determined by one's own efforts) will perform better than workers with Locus of Control, which states that outside forces such as fate and luck determine whether an employee succeeds or fails.

The results of this review are in line with the attribution theory where the Locus of Control has a crucial effect when understanding and improving employee performance. By understanding how individuals, including the performance of medical personnel, explain the cause of an event, be it success or failure. In the context of performance, the locus of control, as part of attribution theory, plays a crucial role when determining how medical personnel perform in their work.

The results of this review are also in line with Francisca Hermawan & Dicky Franciscus Kaban who said that the results of their research Locus Of Control had a good effect on employee performance. This is in line with a study from Nuran Mustika Narendra who said that Locus of control has a good and significant impact on the performance of the locus of control factor, so crucial in affecting job satisfaction and employee performance either directly or indirectly.

2. The Effect of Self-Esteem on Employee Performance

Looking at the analysis obtained from the statistical t test, it shows that if the statistic t is $2.461 > t$ table 1.666 and the significance is $0.016 < 0.05$, it can be expressed if self-esteem has a drastic impact

on employee performance so that H_2 in this review is accepted. In the study Self-esteem has an impact on Employee Performance, it identifies that if self-esteem is very important in contributing to the achievement of a person's ethical employee performance when they have high self-esteem, they tend to have a strong belief in their ability to self-worth. This has direct implications on their performance in the workplace.

The results of this review are aligned with attribution theory wherein attribution theory, specifically regarding how individuals perceive themselves (self-esteem) and how this view affects their behavior, including performance at work. The relationship between high self-esteem, personal self-esteem and high self-esteem tends to make internal attribution to their success. Individuals at large financial prices tend to see their success as something stable and maintainable, so they have high desires for the future.

The results of this review are also in line with the study by Endang Mustikawati (2022) which stated that there is an influence on the work comfort of employees of the Magetan Regency Manpower Office. And in the Mardiant (2020) study, looking at this review, it can be revealed that the support of superiors and the fulfillment of basic psychological needs of employees are influenced by their sense of self-esteem, but good support has a stronger external influence than self-esteem.

3. The Effect of Work Stress on Employee Performance

Looking at the discussion obtained from the statistical t test, it shows that Work Stress has a statistical t score of $3.314 > t$ table 1.666 and significance, namely $0.001 < 0.05$, it can be expressed that Work Stress has a drastic impact on Employee Performance so that H_3 in this review is accepted. In Research on Work Stress on Employee Performance. This identifies if Work Stress is very important in its contribution to the

achievement of Employee Performance because Work Stress, if not managed properly, can be a major obstacle to achieving optimal performance. Here are some reasons why work stress has such an impact on employee performance.

The results of this review are in line with the attribution theory where in attribution theory when a person feels stressed at work, their ability to work effectively will be impaired, in work stress is a serious problem that needs to be addressed. By understanding the causes of stress and how to deal with it, we can increase worker productivity and create a healthier work environment.

According to research by Hanafi et al. (2018), employee performance and job satisfaction are greatly influenced by work stress. Rajeshwaran and Aktharsha (2017) found that personality-based stress, fatigue stress, subordinate-related stress, and family-related stress are drastically predictors of organizational commitment, and if the commitment is continued, it is crucial for job performance.

4. The influence of Locus of control, Self-Esteem, and Work Stress on Employee Performance in the perspective of Human Resource Management

Locus Of Control is a person's belief in how much they control the events in their life. These beliefs greatly affect the way a person interacts with the environment, including in the context of work. In the perspective of human resource management, understanding Locus Of Control is very important because it can help organizations optimize employee performance.

Improvement of Locus Of Control in MSDI can be achieved through training and development, constructive feedback, supportive organization, Positive Environment, and Fair Rewards System. The benefits of improving Locus Of Control are

improved performance, high job satisfaction, commitment to the organization.

Improving employee locus of control is a long-term investment that can provide significant benefits to the organization. By implementing the right strategies, human potential management can help employees develop self-confidence and take responsibility for their work, thereby contributing to the success of the organization. In addition, a person's opinion of himself or herself is known as self-esteem. Positive self-perception, increased self-confidence, and a sense of competence are characteristics of people with high self-esteem.

Human Resource Management Human resource management has an important role in improving employee self-esteem.

Improvement of human resource management in self-esteem can be achieved through recognition and appreciation, empowerment, training and development, a positive environment for the organization. Self-esteem is an important element that affects worker performance. This element plays an important role in managing human potential by creating a work environment that encourages employees to develop their confidence. As a result, the company can achieve its goals and operate with peak efficiency.

Improving employee self-esteem is a long-term investment that provides significant benefits to the organization. By implementing the right strategy, human potential management can form a work environment that supports the growth of employee self-esteem, thereby increasing employee performance, job satisfaction, and loyalty. Furthermore, work stress is the body's natural response to the demands and pressures experienced in the work environment. In the short term, Productivity can increase during stress. However, employee performance will decline if stress continues and is not properly controlled. Therefore, human potential

management plays an important role in determining and overcoming the problem of work stress as well as several strategies to reduce work stress such as building a positive work environment, managing workload, and career development.

Reducing work stress is a long-term investment that provides significant benefits to organizations. By implementing the right strategies, human potential management can form a healthy and productive work environment, thereby improving employee performance and achieving organizational goals. Understanding the links to locus of control, self-esteem, work stress, and employee performance is essential for human resource management practitioners. By understanding these relationships, companies can develop effective strategies to increase Employee Performance and create a better and healthier work environment.

In Islam, this concept is in line with the understanding of human effort (Ikhtiar) and Destiny (qada and qadar). The letter that explains the Iktiar Al'qur'an surah At-taubah : 05 :

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ وَالْمُؤْمِنُونَ
وَسَتُرَدُّونَ اِلٰى عِلْمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ ﴿٥٥﴾

Meaning: Say (Prophet Muhammad)
"Work!. Then Allah, His Messenger, and the believers will see your works. God who knows the real and the hidden will receive you back. Then he will declare to you what you have done." (Surat At- Taubah : 05)

The above verses emphasize the importance of human efforts in achieving goals. This is aligned with the concept of locus of control, self-esteem, and work stress, where individuals are in control of the results they achieve. Like the Locus of Control in Islam related to qada and qadar and trusting where Islam teaches that every event has been determined by Allah SWT. However, Islam

also emphasizes the importance of effort and tawakal.

Meanwhile, self-esteem in Islam teaches that human beings are formed perfectly. Every individual has high dignity and value. This understanding of self-glory can increase one's self-esteem and Islam gives a mandate to humans to manage the earth and themselves. Awareness of this responsibility can increase self-confidence and self-esteem. Meanwhile, Work Stress in Islam teaches the importance of patience and tawakkal in facing all trials, including work stress. Also, Islam encourages its people to balance the life of this world and the hereafter. Focusing too much on work and forgetting about worship and rest can cause stress.

Locus of Control, Self-Esteem, and Performance Employees who have a strong internal locus of control People with strong self-esteem and effective stress management skills usually perform better. This is a result of their confidence and responsibility for their actions, and not giving in to difficulties easily. Thus, according to the Islamic point of view, religion, beliefs, and moral principles have a drastic impact on how the locus of control, self-esteem, work stress, and employee performance relate to the application of Islamic values into human potential management techniques. By applying Islamic principles in human potential management, the company can form a more productive, healthy, and sustainable work environment.

CONCLUSION

Locus Of Control affects Employee Performance, this identifies that Locus Of Control is very important, its contribution to the achievement of Employee Performance, the goal is to find out how much internal Locus of Control (believing that success or failure is determined by one's own efforts) will have a better performance compared to employees who have an external Locus of Control (believing that success or failure is

determined by external factors such as fate or luck).

Self-esteem affects Employee Performance, this identifies that self-esteem is very important in its contribution to the achievement of Employee Performance ethics. A person when having high self-esteem, they tend to have a strong belief in their abilities in their self-worth. And then Work Stress affects Employee Performance. This identifies that Work Stress is very important in its contribution to the achievement of Employee performance because Work Stress, if not managed properly, can be a major obstacle to achieving optimal performance.

locus of control, self-esteem, work stress, and employee performance as well as integrating Islamic values in human resource management practices are greatly influenced by faith, tawakkal, and moral values. By applying Islamic principles in human resource management, companies can create a more productive, healthy, and sustainable work environment. Locus of Control, Self-Esteem, and Work Stress on Employee Performance. Those who have a strong internal locus of control, high self-esteem, and are able to manage stress well tend to have better performance. This is because they have confidence in their abilities, take responsibility for their actions, and do not give up easily to difficulties.

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