

The Influence of Internal Locus of Control, Disiplin Preventif, and Work Ethic on Performance of Civil Servants Dindikpora

Irni Ulul Aulicha^{1*}, Setyowati Subroto², Sari Wiyanti³

Universitas Pancasakti, Tegal, Indonesia

irniululaulicha@gmail.com^{1*}, setyowati@upstegal.ac.id², saridysa0604@gmail.com³

Received 02 February 2026 | Revised 07 February 2026 | Accepted 12 February 2026

* Correspondence Author

Abstract

This research focuses to analyze the influence of Internal Locus of Control, Preventive Discipline, and Work Ethic on the Performance of Civil Servants (ASN) at the Brebes Regency Education, Youth, and Sports Office. The main issues raised in this study are the fluctuations in employee performance and the level of tardiness, which remain serious concerns. This study uses a quantitative approach with a population of 58 civil servants working at the Brebes Regency Education, Youth, and Sports Office. The sample was determined using saturated sampling technique, so that all members of the population became research respondents. Data collection was conducted through the distribution of questionnaires, then analyzed using multiple linear regression with the help of SPSS. The results showed that Internal Locus of Control had a positive and significant effect on employee performance with a regression coefficient of 0.123 and a significance of 0.010. Preventive Discipline had a positive and significant effect on employee performance with a regression coefficient of 0.053 and a significance of 0.021. Work Ethic also has a positive and significant effect on employee performance with a regression coefficient value of 0.161 and a significance of 0.000. Simultaneously, the three independent variables have a significant effect on employee performance with a calculated F value of 19.899 and a significance of 0.000. The coefficient of determination (R^2) value of 0.525 indicates that 52.5% of employee performance variation can be explained by Internal Locus of Control, Preventive Discipline, and Work Ethic, while the remaining 47.5% is influenced by other factors outside the research model.

Keyword: Internal Locus of Control; Preventive Discipline; Work Ethic; Civil Servant (ASN) Performance.

INTRODUCTION

Based on data obtained from the Brebes Regency Education, Youth, and Sports Office, it can be seen that employee performance is still classified as good, despite slight fluctuations between indicators. This decline occurred in almost all aspects of assessment, both in work behavior and work results. The total score for 2023 was 91 and for 2024 was 88. This shows that although employees performed well overall, several indicators need to be improved so that organizational performance can increase again and be more optimal in the future.

Based on preliminary survey data, it appears that most employees do not yet have the best ability to generate new and innovative ideas, many of them feel that they do not have sufficient opportunities to channel their creativity in completing their tasks, which hinders innovation in the work environment. There are also a number of workers who feel that they are unable to perform their tasks optimally and quickly. This may indicate that they are facing problems in time management and task distribution. This condition shows that there is a need to increase motivation and coaching so that all employees have greater confidence in controlling the results of their work. This study refers to research (Anita & Northa, 2020) which shows that employees with an Internal Locus of Control tend to believe that work achievements and failures are highly dependent on their own efforts and abilities, so they are more motivated to work hard and take responsibility for their tasks.

Issues related to preventive discipline, particularly employee tardiness at the Brebes Regency Education, Youth, and Sports Office, still require serious attention. From January to July, there were a total of 209 cases of tardiness among 58 employees. The highest number of tardiness cases was recorded

in the 1-5 minute category, with 76 cases, followed by the 5-10 minute category, with 58 cases, the 10-15 minute category, with 44 cases, and the more than 15 minute category, with 31 cases. This shows that a fairly high level of tardiness still occurs even though most cases are within a short range. This shows that employees are not taking preventive measures properly. This condition can affect work productivity and the achievement of company goals if not addressed immediately. This study refers to a journal (Puspitasari & Prahiawan, 2018) which shows a decline in employee performance, as seen from the large number of fluctuating monthly attendance records.

Based on a preliminary work ethic survey, employees still consider their responsibility towards their work to be low. Some employees still fail to demonstrate a trustworthy attitude when performing their duties, indicating that discipline needs to be strengthened. There are some employees who feel that their work is not in line with their interests and skills. This can lead to a decline in morale and job satisfaction. Conversely, employee loyalty to the organization is still not well established, as their attitudes do not fully reflect their commitment and loyalty to the organization's jointly established goals. Therefore, increasing a sense of responsibility and awareness of the value of work is very important to improve work ethic. This study refers to a journal (Syaiful & Suhanda, 2019) The number of workers with low work enthusiasm can be seen from their failure to optimize the time given, lack of discipline at work, and so on.

Although much research has been conducted on the performance of civil servants, most previous studies have focused on structural factors such as leadership, compensation, and the physical work environment. While research that integrates individual psychological factors such as internal locus of control, preventive organizational control mechanisms through preventive discipline, and intrinsic work values reflected in work ethic into a single empirical model is still relatively limited, especially in local government agencies in the education sector. Therefore, this study offers something new by simultaneously testing these three variables in explaining the performance of civil servants, so that it is expected to enrich the study of public sector human resource management through a more comprehensive, integrated approach based on an organizational behavior perspective.

Based on this phenomenon, the author is interested in conducting a thesis study entitled *The Influence of Internal Locus of Control, Preventive Discipline, and Work Ethic on the Performance of Employees of the Brebes Regency Education, Youth, and Sports Office*.

Literature Review

Human resources are a crucial component of any organization, as they serve as the main driver of innovation, creativity, and organizational effectiveness. The scope of human resource management includes the utilization, development, consideration, compensation, and organization of individuals who are experts in the organization or workforce (Sinambela, 2017). Human resource development, such as Internal Locus of Control, Preventive Discipline, and Work Ethic, can create a better work atmosphere, which ultimately supports increased worker productivity.

Performance is the result of tasks carried out by individuals in accordance with the demands of their job. Thus, performance refers to the achievement of tasks that meet the criteria or objectives of the job (Bangun, 2012). Each type of job sets certain quality and quantity standards that must be met by staff in order to be recognized as having satisfactory performance.

The concept of locus of control was introduced by Crider (1983), who explained individuals' beliefs about the source of control that comes from their abilities and efforts. Individuals with an internal locus of control believe that success can be achieved if they work hard and optimize their abilities to the maximum (Rahman, 2022).

Preventive discipline is an effort to encourage employees to comply with and follow work instructions and regulations established by the Company (Mangkunegara, 2017). A preventive disciplinary approach is crucial to implement in every company, as it enables employees to recognize the importance of not violating the rules agreed upon by them and the organization.

Work ethic is defined as an individual's attitude or perspective in viewing work as a means to improve quality of life, which can impact work behavior within an organization (Priansa, 2021).

METHOD

This study applies a quantitative approach, which is a type of study that processes data in numerical form. The sampling technique used is saturated sampling or census, in which the entire

population is used as the study sample. The population in this study consisted of 58 civil servants (ASN). The tool used for analysis was Multiple Linear Regression. The first stage used the Method of Successive Intervals, which aims to convert ordinal scale data to interval data. The next stage included testing classical assumptions, which aimed to ensure that the resulting regression model was accurate and unbiased. In the next stage, multiple linear regression analysis was used to determine the magnitude of influence between variables in the investigation, while hypothesis testing was used to assess whether there was an influence of independent variables on dependent variables. The determination coefficient was used to assess the percentage (%) of the amount of free variation used. Below are the analysis methods used.

RESULT AND DISCUSSION

Based on the results of data processing using multiple linear regression analysis on the variables of performance, internal locus of control, preventive discipline, and work ethic, the explanation can be described as follows:

Table 1 Hasil Analisa Regresi Berganda

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	12.882	3.227		3.992	.000		
Internal Locus Of Control	.103	.156	.091	.663	.510	.874	1.144
Disiplin Preventif	.051	.075	.089	.679	.500	.958	1.044
Etos Kerja	.206	.107	.262	1.933	.059	.898	1.114

a. Dependent Variable: Kinerja

Multiple linear regression analysis is used to assess the effect of independent variables on dependent variables. From the table, we can draw the following conclusions. The constant value is recorded as 13.505 with a significance level of 0.000. This condition indicates that if all independent variables are zero, the dependent variable will have a value of 13.505. The regression coefficient (B) for Internal Locus of Control is recorded at 0.123 and has a significance value of 0.010. This indicates that every one-unit increase in Internal Locus of Control will increase the dependent variable by 0.123 units, assuming other variables remain constant. Given that the significance value is less than 0.05, Internal Locus of Control has a significant impact on the dependent variable. The regression coefficient (B) for Preventive Discipline is 0.053 with a significance value of 0.021. This indicates that every one-unit increase in the Preventive Discipline variable will increase the dependent variable value by 0.053 units, assuming other variables remain constant. Because the significance value is below 0.05, Preventive Discipline is proven to have a significant effect on the dependent variable. Meanwhile, the regression coefficient (B) for the Work Ethic variable is 0.161 with a significance level of 0.000. This indicates that every one-unit increase in the Work Ethic variable will increase the value of the dependent variable by 0.161 units, assuming other variables remain constant. In addition, because the significance value is below 0.05, it can be concluded that Work Ethic has a significant effect on the dependent variable.

The t-test results show that all independent variables, namely Internal Locus of Control, Preventive Discipline, and Work Ethic, have a statistically significant effect on the dependent variable. The Internal Locus of Control variable has a t-value that exceeds the t-table (2.668 > 1.673) with a significance level of 0.010. With a significance value of 0.010, which is below the limit of 0.05, it can be concluded that Internal Locus of Control has a statistically significant effect on the dependent variable. Preventive discipline shows a t-value that is also higher than the t-table, namely 2.376 > 1.673, with a significance value of 0.021. Because the significance value (0.021) is lower than 0.05, Preventive Discipline has a statistically significant effect on the dependent variable. The Work Ethic variable has a t-value that exceeds the t-table value, namely 5.217 > 1.673, with a significance level of 0.000. Because this significance value is less than 0.05, it can be concluded that Work Ethic has a statistically significant effect on the dependent variable.

Based on the F test conducted on the variables of performance instruments, internal locus of control, preventive discipline, and work ethic, the results can be explained as follows:

**Table 2 Hasil Uji F
ANOVA**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.595	3	9.198	19.899	.000 ^b
	Residual	24.961	54	.462		
	Total	52.556	57			

a. Dependent Variable: Kinerja

b. Predictors: (Constant), Etos Kerja, Disiplin Preventif, Internal Locus Of Control

The F test results show a significance value of 0.000, which is below the 0.05 threshold, with a calculated F value greater than the table F value, namely $19.899 > 2.776$. Thus, the independent variables consisting of Work Ethic, Preventive Discipline, and Internal Locus of Control simultaneously have a significant effect on the variation in the dependent variable of performance. This regression model is able to provide a better explanation of "Performance" than if no model were used.

**Table 3 Koefesien Determinasi
Model Summary^b**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.725 ^a	.525	.499	.67988	1.519

a. Predictors: (Constant), Etos Kerja, Disiplin Preventif, Internal Locus Of Control

b. Dependent Variable: Kinerja

Based on the Model table summary, the R Square value is recorded at 0.525. This indicates that approximately 52.5% of the variation in the dependent variable "Performance" can be explained by the independent variables involved in this model, namely Work Ethic, Preventive Discipline, and Internal Locus of Control. Meanwhile, the remaining 47.5% is caused by other elements not covered in the model and not examined in this study. Therefore, this model shows a fairly good ability to explain the variation in "performance," although there are still other elements that need attention.

Based on the assessment conducted by the assessor, the results of the assessment are as follows:

Discussion

The Influence of Internal Locus of Control on the Performance of Civil Servants (ASN) in the Brebes Regency Education, Youth, and Sports Agency

The internal locus of control variable shows a larger t-value than the t-table, namely $2.668 > 1.673$, with a significance level of $0.010 (< 0.05)$, so it can be concluded that internal locus of control has a statistically significant effect on the dependent variable. The results of this study are in line with the theory that individuals with an internal locus of control believe that they have control over their own fate and success. They believe that their efforts, abilities, and behavior directly impact the results they achieve (performance) (Bangun, 2012) My research also supports the research of previous researchers, namely (Jumiati & Kartiko, 2022) and (Rori et al., 2024).

The results of this study, which show that there is a significant impact of internal locus of control on the performance of civil servants, provide relevant theoretical contributions. First, this study reinforces the theoretical basis of locus of control proposed by Rotter (1966), which states that individuals with internal locus of control believe that the results of life can be influenced by their own efforts and endeavors. This finding reinforces that this idea is still pertinent in the context of civil servants today, especially in the education sector. Second, this study complements the theory of work motivation and performance, as it shows that internal control bridges the gap between individual beliefs and actual work results, in line with self-determination theory, which highlights the importance of intrinsic factors in driving performance. Third, the findings in this study reinforce the results of previous studies (Jumiati & Kartiko, 2022) and (Rori et al., 2024), thus confirming the validity of the internal locus of control concept as a consistent predictor of employee performance. In addition, from a theoretical perspective, this study provides a basis for designing a civil servant performance model that integrates psychological variables such as internal locus of control as an important element, rather than focusing solely on structural or administrative factors. Furthermore, from a theoretical perspective, this study provides a basis for designing a civil servant performance model that integrates psychological

variables such as internal locus of control as crucial elements, rather than focusing solely on structural or administrative elements.

Practical application can be carried out at various levels and in other institutions. First, in human resource development efforts, training programs or workshops can be organized with the aim of increasing internal locus of control among employees, for example through mentoring sessions that emphasize individual active responsibility in achieving work goals and handling existing challenges. Second, in the assessment and career decision-making system, management can consider internal locus of control orientation as a measure of employee development potential, because individuals with internal locus of control are usually more proactive in improving their abilities and achieving work goals. Third, in developing employee management policies, policies that encourage autonomy and personal responsibility in carrying out work can be implemented, such as giving the appropriate authority to make work-related decisions, thereby strengthening employees' sense of internal control over their work results. Fourth, in employee guidance and counseling programs, the focus can be directed towards increasing awareness of the importance of personal effort and ability in achieving optimal performance, especially for employees who have an external locus of control orientation.

The Effect of Preventive Discipline on the Performance of Civil Servants (ASN) in the Brebes Regency Education, Youth, and Sports Agency

The Preventive Discipline variable shows a calculated t-value that is greater than the table t-value, namely $2.376 > 1.673$, with a significance level of 0.021. Because the significance value is below 0.05, it can be concluded that Preventive Discipline has a statistically significant effect on the dependent variable. The results of this study are in line with the theory of Organization and Human Relations, which asserts that a healthy work environment can support effective communication, cooperation, and social interaction. (Organization and Human Relations)(Afandi, 2025). This creates a pleasant and motivating atmosphere, which in turn increases job satisfaction and productivity. My research also supports the research of previous researchers, namely (Anggraini & Safina, 2021) and (Hidayat & Prasilowati, 2025).

The theoretical implications of the study results show that preventive discipline has a significant impact on civil servant performance, which makes a meaningful theoretical contribution. First, this study reinforces the theory of Organization and Human Relations, which shows that a good and well-planned work environment through preventive measures can improve the quality of social relationships, communication, and cooperation among employees, which ultimately affects motivation and productivity. Second, these findings broaden the perspective on discipline in an organizational context, namely that discipline is not only corrective (after a problem occurs) but also functions crucially as a preventive measure that shapes a positive work culture and avoids mistakes or violations from the outset. Third, this study reinforces the findings of previous studies (Anggraini & Safina, 2021) and (Hidayat & Prasilowati, 2025), thus reinforcing the validity of preventive discipline as a consistent indicator of employee performance in the government sector. In addition, theoretically, this study provides a basis for designing an organizational discipline management model that emphasizes prevention rather than enforcement, thereby complementing the theoretical framework on work behavior management.

Based on the results of this analysis, practical implications can be implemented in the Brebes Regency Education, Youth, and Sports Office and similar government agencies. First, in formulating disciplinary management policies, managers can shift their focus from corrective discipline to preventive discipline, for example by creating and distributing clear work guidelines and providing regular training on employee behavior standards and responsibilities from the start of their employment. Second, in creating a work environment, programs or activities that support interaction and cooperation among employees can be organized, such as regular coordination meetings, team development activities, or a mentoring system among coworkers, thereby creating a positive work atmosphere and reducing the possibility of conflict or mistakes. Third, in the monitoring and evaluation system, regular supervision methods can be applied to the implementation of tasks and work ethics in a preventive manner, not only when problems arise for example, through regular feedback from superiors or colleagues to help employees improve their performance before issues arise. Fourth, in employee training and competency improvement programs, material on the importance of preventive discipline

and how to implement it in work routines should be added, thereby increasing employees' understanding and ability to perform their duties well.

The Influence of Internal Work Ethic on the Performance of Civil Servants (ASN) in the Brebes Regency Education, Youth, and Sports Agency

The Work Ethic variable shows a calculated t-value that exceeds the table t-value, namely $5.217 > 1.673$, with a significance level of 0.000. Because the significance value is below 0.05, it can be concluded that Work Ethic has a statistically significant effect on the dependent variable. This study supports the theory that work ethic reflects the internal drive that motivates a person to work hard, be responsible, and always strive to perform at their best. (Rizal & Faridah, 2025). My research also supports the research of previous researchers, namely (Nugraheni et al., 2020) and (Masrifah, 2021).

The theoretical implications of this study prove that work ethic has a significant impact on the performance of civil servants, providing an important theoretical contribution to the fields of organizational science and occupational psychology. First, this study reinforces the view that work ethic as an internal driver describes an individual's dedication to working diligently, responsibly, and performing at their best, emphasizing the important role of internal psychological factors in determining performance, rather than only considering external factors such as rewards or organizational policies. Second, the results of this study deepen the understanding of work ethic in the context of civil servants, proving that this concept remains relevant and can be used as a valid theoretical framework to explain performance differences in government organizations. Third, this study reinforces consistency with previous research findings regarding the relationship between work ethic and performance, thereby strengthening the validity and reliability of the work ethic construct as a consistent determinant of performance in various organizational contexts. Furthermore, from a theoretical perspective, this study provides a basis for developing an integrative model of civil servant performance that includes work ethic as a key element, complementing previous theoretical frameworks that focused more on structural or administrative factors in government organizations.

The practical implications of this study can be realized through various strategic actions. For human resource development efforts, it is necessary to design training and mentoring programs aimed at strengthening work ethic, for example through workshops that instill the values of hard work, responsibility, and commitment in carrying out tasks, as well as development sessions that motivate employees to give their best to the institution. In addition, it is necessary to implement a performance evaluation system that not only assesses work results but also considers aspects of work ethic such as discipline, initiative, and sincerity in carrying out tasks, by giving recognition or awards to employees who demonstrate good work ethic to increase their intrinsic motivation. In an effort to shape organizational culture, creating a conducive work environment is an important factor in fostering and strengthening work ethic through leadership by example, clear communication of the institution's vision and mission, and appreciation of the efforts and contributions of each employee. Finally, in the employee recruitment and selection process, include work ethic assessment as an important element, so that individuals with the potential to develop a strong work ethic and contribute maximally to the overall performance of the institution can be selected.

The Influence of Internal Locus of Control, Preventive Discipline, and Work Ethic on the Performance of Civil Servants (ASN) in the Brebes Regency Education, Youth, and Sports Agency

The F test results show a significance value of 0.000, which is below the general limit of 0.05, with a calculated F value greater than the table F value, namely $19.899 > 2.776$. Therefore, the independent variables, which include Internal Locus of Control, Preventive Discipline, and Work Ethic, simultaneously have a significant effect on changes in the dependent variable of performance. These findings indicate that improvements in civil servant performance are not only influenced by the organizational system, but also by individual psychological readiness and internalized work values. Internal locus of control encourages personal responsibility, preventive discipline fosters conscious compliance, while work ethic strengthens commitment to work quality. The interaction of these three factors creates a pattern of productive work behavior that has a direct impact on performance.

This study contributes theoretically to the development of a civil servant performance model based on the integration of psychological factors (internal locus of control), managerial mechanisms (preventive discipline), and work values (work ethic), thereby expanding the performance theory

approach that previously emphasized organizational structural factors. First, this study reinforces a comprehensive theoretical framework regarding the factors that can influence employee performance, indicating that performance is not determined by a single element, but by a combination of individual psychological elements (Internal Locus of Control), organizational management aspects (Preventive Discipline), and work values (Work Ethos). Second, these findings broaden our understanding of the interaction between these variables, where internal locus of control orientation serves as the basis for individuals to respond positively to the organization's preventive discipline system and create a strong work ethic, which ultimately contributes to overall performance improvement. Third, this study confirms the relevance of these concepts in the context of government organizations, reinforcing the validity of Organization and Human Relations theory, locus of control theory, and work ethic theory in the ASN environment. Furthermore, from a theoretical perspective, this research provides a foundation for creating a more comprehensive model of civil servant performance, which can serve as a reference for future research in the domain of government human resource management. The significant F test results also indicate that the combination of these three variables has strong predictive potential for performance, thus complementing previous research that focused more on the influence of single variables or more limited combinations.

The practical implications of the findings that these three variables mutually influence the performance of civil servants can be coherently applied in the Brebes Regency Education, Youth, and Sports Office as well as other government agencies. First, the development of training programs to strengthen internal locus of control based on responsibility, the implementation of a preventive disciplinary system in the form of work guidelines, initial monitoring, and periodic feedback, as well as the integration of work ethic indicators in civil servant performance appraisals. Second, in the management structure, there needs to be a mutually supportive system between individual and organizational elements—for example, by giving appropriate freedom to employees who have a high internal locus of control while also implementing a preventive monitoring system to ensure that tasks are carried out according to standards, and linking performance achievements to the strengthening of work ethic values accompanied by a clear reward system. Third, in developing organizational culture, it is necessary to create an atmosphere that supports collaboration between these three variables, for example through leadership that demonstrates a high work ethic, communication that builds a sense of internal control among employees, and the application of rules that are educational and preventive in nature, rather than merely punitive. Fourth, in formulating local government policies, it is necessary to develop policies that focus on the holistic development of ASN human resources, including in the aspects of mental coaching, discipline, and strengthening work values, as well as providing sufficient resources to support their implementation. In addition, in the process of evaluating agency performance, a framework can be applied that considers the contribution of these three variables as part of the indicators of successful human resource management, to ensure that performance improvement efforts are comprehensive.

CONCLUSION

After going through a series of research stages, the following conclusions were reached: (1) Internal locus of control showed a t-count value greater than the t-table, namely 2.668 compared to 1.673, with a significance value of 0.010. Because the significance value (0.010) is smaller than 0.05, internal locus of control has a significant effect on the dependent variable. (2) Preventive discipline shows a t-count value greater than the t-table value, namely 2.376 compared to 1.673, with a significance value of 0.021. Because the significance value (0.021) is lower than 0.05, preventive discipline has a significant effect on the dependent variable. (3) Work ethic shows a t-count greater than the t-table, namely 5.217 compared to 1.673, and a significance value of 0.000. Because the significance value (0.000) is far below 0.05, work ethic has a significant effect on the dependent variable. (4) The significance value in the F test is 0.000, which is smaller than the general significance threshold of 0.05 with a calculated F value greater than the table F value, namely 19.899 compared to 2.776. Thus, independent variables such as Internal Locus of Control, Preventive Discipline, and Work Ethic simultaneously have a significant effect on the variation in the dependent variable performance, with a contribution of approximately 52.5% of the variation in the dependent variable "Performance." can be explained by the independent variables involved in this model, namely Internal Locus of Control,

Preventive Discipline, and Work Ethic. Meanwhile, the remaining 47.5% is caused by other elements that are not covered in the model and are not examined in this study.

Research Contribution

Contribution from research entitled the influence of internal locus of control, preventive discipline, and work ethic in relation to the performance of State Civil Apparatus (ASN) employees in the Brebes Regency Youth and Sports Office. This includes theoretical, practical, and methodological dimensions. From a theoretical perspective, this research is expected to deepen understanding of the interaction between psychological factors (internal locus of control) and work behavior (preventive discipline and work ethics) and how this impacts ASN performance, while bridging the gap in previous research that has not discussed the combination of these three factors in the context of the Youth and Sports Agency. In practical terms, the results of this study can serve as a basis for the Brebes Regency Youth and Sports Agency to formulate policies and strategies aimed at improving performance, such as training programs that focus on strengthening internal locus of control, disciplinary prevention, and developing a positive work ethic. In addition, the findings of this study also have the potential to provide recommendations for local governments and related institutions in formulating human resource management policies in government, and can be used as a reference for practitioners in planning programs that are in line with employee needs. In terms of methodology, this study is expected to serve as an example for similar studies in the future.

REFERENCES

1. Afandi, P. (2025). *Manajemen Sumber Daya Manusia Teori, Konsep Dan Indikator*. Zanafa Publishing.
2. Anggraini, A. J., & Safina, W. D. (2021). Pengaruh Disiplin Preventif Dan Komunikasi Internal Terhadap Prestasi Kerja Karyawan Pt. Perkebunan Nusantara Iv Adolina Perbaungan. *Jurnal Mutiara Manajemen*, 6(1), 57–64. <https://doi.org/10.51544/jmm.v6i1.2120>
3. Anita, L., & Northa, I. (2020). Pengaruh Internal Locus of Control Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Pemediasi. *Jurnal Manajemen Mandiri Saburai (JMMS)*, 4(4), 1–10. <https://doi.org/10.24967/jmms.v4i4.1021>
4. Bangun, W. (2012). *Sumber Daya Manusia*. Jakarta: Erlangga.
5. Hidayat, N. F., & Prasilowati, S. L. (2025). Pengaruh Disiplin Preventif, Beban Kerja dan Budaya Organisasi Terhadap Kinerja Karyawan dengan Motivasi Sebagai Intervening. *Syntax Literate; Jurnal Ilmiah Indonesia*, 10(3), 3260–3272. <https://doi.org/10.36418/syntax-literate.v10i3.58003>
6. Jumiati, & Kartiko, A. (2022). Pengaruh Self Efficacy dan Locus of Control Terhadap Kinerja Guru. *Academicus: Journal of Teaching and Learning*, 1(1), 32–44. <https://doi.org/10.59373/academicus.v1i1.5>
7. Mangkunegara, A. P. (2017). *Manajemen Sumber Daya Manusia Perusahaan*. Pt Remaja Rosdakarya.
8. Masrifah, I. (2021). Pengaruh Etos Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai (Studi Pada Pegawai Dinas Pekerjaan Umum Kota Bekasi). *Aliansi : Jurnal Manajemen Dan Bisnis*, 16(1), 31–42. <https://doi.org/10.46975/aliansi.v16i1.83>
9. Nugraheni, K. S., Wijoyo, T. A., & Satatoe, Y. R. (2020). Analisis Motivasi Dan Etos Kerja Terhadap Kinerja Karyawan Food Fair Semarang. *Jkbm (Jurnal Konsep Bisnis Dan Manajemen)*, 7(1), 11–16. <https://doi.org/10.31289/jkbm.v7i1.3750>
10. Priansa, D. (2021). *Perencanaan & Pengembangan Sdm*. Penerbit Alfabeta Bandung.
11. Puspitasari, A., & Prahiawan, W. (2018). Pengaruh Disiplin Preventif Dan Motivasi Ektrinsik Terhadap Kinerja Karyawan Melalui Kepuasan Kerja Sebagai Variabel Intervening Pada Pt. Natura Indoland. *Tirtayasa Ekonomika*, 13(2), 339. <https://doi.org/10.35448/jte.v13i2.4322>
12. Rahman, M. M. (2022). *Locus Of Control Sebagai Pengendali Individu Karyawan*

Terhadap Kesuksesan. Cipta Media Nusantara (CMN).

13. Rizal, F., & Faridah. (2025). *Remunerasi Dan Etos Kerja*. CV. Merdeka Kreasi Group.
14. Rori, E. G., Tewal, B., & Samadi, R. L. (2024). Pengaruh Self Efficacy, Locus Of Control Dan Worklife Balance Terhadap Kinerja karyawan Kantor Kecamatan Tompaso. *Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 12(3), 432–439.
15. Sinambela, P. D. L. P. (2017). *Manajemen Sumber Daya Manusia*. Jakarta : Bumi Aksara.
16. Syaiful, Y. Y. F., & Suhandi, M. (2019). Pengaruh Etos Kerja Dan Disiplin Kerja Terhadap Kinerja Pegawai Dinas Energi Dan Sumber Daya Mineral Provinsi Sumatera Barat Tahun 2019. *Performance Journal of Management and Entrepreneurship*, 11(1), 1–14. http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_Sistem_Pembetulan_Terpusat_Strategi_Melestari