




## Being a good employee: Contribution of internal locus of control to work discipline

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**Abstract** – Discipline is a condition of employee self-control and orderly behavior that indicates the true level of teamwork within an organization. One important but often difficult aspect of internal employee relations is the application of disciplinary action. This study aims to look at the relationship between the locus of internal control and the discipline of work. The subjects in this study were personnel of the Mobile Brigadier Unit in the North Sumatra Regional Police with a total of 80 personnel. The data analysis method used in this study was Pearson's correlation and obtained a very significant positive relationship between the locus of internal control and the work discipline, where  $r = 0.4714$  and  $p < 0.01$ . This means that the higher the locus of internal control, the higher the work discipline. On the contrary the less locus of internal control, the lower the discipline of its work. The internal locus of control contributes to the work discipline of 0.510. This means 51% of internal locus control affects personnel work discipline. From this percentage, it can be stated that there is still 49% influence of other factors on the work discipline of Mobile Brigadier personnel, among them are leadership style factors, and work environment.

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## INTRODUCTION

Being a police officer needs to have a variety of requirements and criteria. According to Tabah (1991), there are at least three good police criteria: having a consistent personality, not emotionally and adequately educated. If these three criteria are not met properly, then the police will easily get caught up in less sympathetic things. Cases of violations either directly or indirectly committed by Police personnel are unfortunate and ironic, considering that every police personnel in their attitudes, actions, and behaviors are based on the oath of Police personnel accompanied by values called "Tribrata" as a guideline of life and "Catur Prasetya" as a working guideline. On this basis, which is the guideline in his behavior, then every police personnel is required to present themselves as exemplary citizens, abstain from attitudes and despicable acts, and can protect, protect, and serve the community.

Various cases of violations and crimes involving a handful of police in general and Mobile Brigadier Unit, in particular, are still occurring. To prevent and reduce the occurrence of violations and criminal acts committed by Mobile Brigadier Unit personnel, Section Provost Unit North Sumatra Police always provides an overview of personnel discipline evaluation at the beginning of each month. One example of data obtained from the Provost Section of the Mobile Brigadier Unit of the North Sumatra there were about 51 violations recorded in 2012. Details of violations committed are disciplinary violations of 34 cases, violations of the code of conduct 13 cases, criminal violations 5 cases, and disrespectful dismissal of 12 personnel.

From the data of violations obtained form of disciplinary violations that occur in the environment of The Mobile Brigadier Unit of North Sumatra Police, among others, violates Article 3 letter (g) which reads following the prevailing laws and regulations, both related to the duties of the ministry and in general, Article 5 letter (a) which reads to do things that can degrade the honor and dignity of the state, government, or the State Police of the Republic of Indonesia, Article 6 letter (b) which reads leaving the territory without the permission of the leader, and Article 6 letter (c) which reads avoid service responsibilities. The above articles are listed in Government Regulation of the Republic of Indonesia number 2 of 2002 concerning the discipline of Police personnel.

Discipline is an attitude of one's obedience to the rules/regulations that apply in the organization, namely: incorporating oneself in the organization based on conversion, not the element of coercion (Wursanto, 2003). Siagian in Hasibuan (2003) states that work discipline is a mental attitude that is reflected in the actions or behavior of a person, a community in the form of obedience to the rules, norms that apply in society. According to Gie in Hasibuan (2003) discipline is defined as an orderly situation in which people belonging to the organization are subject to the rules that have been determined by a group of people.

Discipline is the awareness and obedience of a person to the prevailing corporate/institutional regulations and social norms. Indeed discipline is a very binding thing behavior, namely attachment to the rules that have been set. Therefore regardless of the existing attachment causes the onset of deviant behavior such as ditching, rarely apples, insertion to criminal acts, abuse of authority, and violations.

The occurrence of various violations of discipline ranging from mild to severe levels conducted by the police in carrying out their daily duties due to the influence factors. One such

factor is the indiscipline of a person at work. Factors that allegedly influenced the disciplinary behavior of personnel of Mobile Brigadier Unit of North Sumatra Police were personality factors. One aspect of personality discussed in this study is the locus of control.

The hypothesis in this study is that there is a positive relationship between the locus of internal control and the work discipline of personnel of the Mobile Brigadier Unit of North Sumatra Police.

## **RESEARCH METHOD**

This research uses a quantitative approach. The variables used in this study were Free variables: locus of internal control and bound: work disciplines. The population in this study is individuals who are personnel of the Mobile Brigadier Unit of Sumut Police who are domiciled in Ksatriaan Mas Kadiran with a total of 791 personnel. consisting of Unit Staff of 203 personnel, Gegana Detachment numbering 177, Sub-detachment 1 Detachment A totaling 152 personnel, Sub-detachment 3 Detachment C amounting to 130 personnel, and Sub-detachment 4 Detachment C amounted to 129 personnel. Of the above population taken 20% of the population so the number of samples is 10% of 80 personnel.

The sampling technique used in this study is purposive random sampling which is the total number of randomly selected samples to be studied. The method of data collection is done by disseminating a scale containing a list of questions that have been prepared and compiled in such a way that the research subjects can fill in easily. This study uses Likert model scaling. This scaling is a model of scaling attitude statements that use response distribution as the basis for determining attitude values. The preparation of this scale is based on the specification table of research variables, namely variable X (internal locus of control) and variable Y (work discipline). These variables are then described in several indicators, which are then made statement items for each indicator. The scale of the study itself is a modification of the Likert scale with four answer options, namely "strongly agree", "agree", "disagree", and "strongly disagree".

The scale methods used in this study are the locus scale of internal control and the scale of work discipline. The validity of the measuring instrument used in this study is the validity of the content which is validity that indicates the extent to which the item in the scale covers the entire contents to be revealed by the test. This means that the contents of the measuring instrument must contain relevant content and not go outside the limitations of the measuring instrument. Statements on the scale of self-control and the locus scale of external control are tested for validity using Pearson Product Moment analysis i.e. looking for a coefficient between each item with a total score (Hadi, 2004).

The reliability analysis of the two measuring instruments used is the analysis of Hoyt variance (Hadi, 2004). The data analysis technique used to test the hypothesis in this study was Pearson's correlation with the SPSS (Statistical Package for Social Sciences) program for windows release 17. This technique is used because this study aims to look at the correlation between work discipline as the variable (X) and locus of internal control as the variable (Y).

## **RESULT**

It is known that locus variable data of internal control and work discipline follow the normal distribution, i.e. distributed following normal curve principles. The following table is the result

of the calculation of the spread normality test. Normality test results showed that the distribution of work discipline data as a normal distributed bound variable indicated by Kolmogorov-Smirnov's coefficient of normality was 0.095 with  $p > 0.05$ . Linearity test results are known that the internal locus of control variable with linearly correlated work discipline indicated by the linearity coefficient of F count of 48,049  $>$  of F-table of 3.11 and can compare with  $p$ -value  $< 0.05$  ( $0.00 < 0.05$ ). There was a very significant positive relationship between the internal locus of control and the work discipline. Where  $r_{xy} = 0.714$ :  $p < 0.001$ , meaning the higher the locus of internal control the higher the discipline of work. The determinant ( $r^2$ ) of the relationship between the free variable X and the Y-bound variable is  $r^2 = 0.510$ . this indicates that work discipline is influenced by the locus of internal control by 51%.

Based on the results of the analysis method of product-moment correlation analysis there was a positive correlation between the locus of internal control and the work discipline. This means that the hypotheses that have been submitted are accepted and prove the assumptions of theories that have been put forward before. The results of  $r_{xy}$  correlation = 0.4714 and  $p = 0.000$  ( $p < 0.010$ ) showed a significant positive relationship between the locus of internal control and work discipline. The existence of a significant correlation between the locus of internal control and the work discipline of Mobile Brigadier personnel shows that if the locus of internal control is high then the work discipline of Mobile Brigadier personnel, on the contrary, if the locus of internal control is low the work discipline of Mobile Brigadier personnel is also low.

## **DISCUSSION**

The relationship between the locus of internal control and the work discipline of Mobile Brigadier personnel can be explained from the following. The strong relationship between the locus of internal control and the work discipline of Mobile Brigadier personnel is due to the many matches between the characteristics of the personnel and the internal locus of control with the characteristics of the personnel who are disciplined in working.

Or in other words aspects of the work discipline of Mobile Brigadier Personnel in this study such as accuracy in the use of work clothes and work time, obeying the regulations, and so on are met by the personnel who have an internal locus of control. As previously stated, the match includes people with an internal locus of control better able to control their time (Douglass and Douglass, 1980), more earnest in work and more task-oriented (Spector, 1982), more able to adjust and show more positive response in the company (Mitheel, 1985) and show better performance in complex work situations (Spector, 1982).

People with an internal locus of control will always work in their capacity even without the supervision of their superiors. Whereas people with an external locus of control only work if needed, and it will work fine when the boss sees it. Working hard is an important factor in the discipline of work because according to Drever (1986) one of the important notions of discipline is one's efforts on one's initiative to achieve a certain goal.

Willingness to work hard in addition to the expectations or objectives of the person's locus of internal control is also the expectation of the agency towards its personnel. If a person's expectations are the same as the expectations of the company, then that person will willingly follow the rules set by the agency. This is by the opinion of Pigors and Myers (1961) which states that discipline is said to be good when employees are willing to cooperate harmoniously in the

achievement of the organization and this can work well with employee expectations with the organization.

O'Brien (1983) says that people who have an internal locus of control have better working behavior than people who have an external locus of control. Personnel who has a high internal locus of control will have high working behavior as well. This affects the work discipline of the personnel, a Mobile Brigadier personnel who have good work behavior will show good work discipline as well.

Locus of control's contribution to work discipline was also examined before but in different studies, as well as research conducted by Hasibuan and Al Musadieg (2017) which showed that internal locus of control has a relationship and influences the discipline of work with strengthening relationships. External locus of control has a relationship and influence on the discipline of work with a weakening relationship. Job satisfaction has a relationship and the influence of moderation on the discipline of working relationships strengthens. and there is an influence between internal interaction locus of control and job satisfaction as a moderation variable on work discipline and have a strengthening relationship. There is an influence between external locus of control interaction and job satisfaction as a moderation variable to work discipline and have a strengthening relationship. In addition, this study not only looked at the locus of internal control but also looked at the locus of external control with the results compared to the direction. the results of the study variable influence internal locus of control (X1) has a direct or strengthening relationship to the discipline of work. otherwise, the external locus of control (X2) influences variables on the work discipline (Y) but has a reverse relationship. Hasibuan also looked at the influence of variable job satisfaction. while the research conducted only look at the internal locus of control with work discipline.

In addition, related research was also conducted by Parmin (2014). This study aims to determine the influence of work discipline, internal locus of control, and motivation on employee performance. The results of the hypothesis test with t-test showed that work discipline and motivation partially significantly influenced employee performance variables and internal locus of control partially had no significant effect on employee performance variables. While the F-test showed that the variables of work discipline, internal locus of control, and motivation simultaneously influenced the employee performance variables. The contribution of these three variables to employee performance was 59.1%, while 40.9% of contributions to employee performance were explained by other variables that were not studied. The research conducted by Parmin looked at three variables, namely work discipline, locus of control, and motivation that influenced employee performance, while the study that the authors did look at the influence of locus of control on work discipline.

## **CONCLUSION**

The internal locus of control contributed to the discipline of work by 51%. From this percentage, it can be stated that there was still 49% influence of other factors on the work discipline of the Mobile Brigadier personnel, where these factors in this study were not seen, among which are leadership style factors, reward-punishment, and work environment. It is recommended to the researchers next to include other variables that affect the discipline of work, this is because based on research not only locus variables of internal control that affect the

discipline of work but still many variables that affect, for example by including variables leadership style of superiors because a leader in his behavior and actions is always an example for his subordinates or the work environment.

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