



The Effect of Locus of Control, Work Motivation and Work Discipline on Job Satisfaction of Prof. Dr. Rd Kandou Manado

Rini Novita Hamdani, Supervisor: David Paul Elia Saerang, Rudy Steven Wenas

Master of Management Study Program, Faculty of Economics and Business Sam Ratulangi University

ABSTRACT

Hospital administration is an activity of planning, supervising, organizing, directing, coordinating and evaluating in the organization of hospital activities for health purposes. The position of hospital administration employees is very important because it is related to internal conditions in the hospital and is also related to services to the community. Every employee faces different conditions in his work and sometimes it is not as expected. This discrepancy affects the level of employee job satisfaction. This study wanted to determine the effect of locus of control, work motivation and work discipline on employee satisfaction at the Prof. Central General Hospital. RD Kandou Manado. The study used a survey approach to 88 employees who became the research sample. The results showed that (1) there was a positive and insignificant effect of locus of control on employee job satisfaction, (2) there was a positive and significant influence of work motivation on employee job satisfaction, (3) there was a positive and significant influence of work discipline on job satisfaction, and (4) Simultaneously there is a significant influence of locus of control, work motivation and work discipline on employee job satisfaction at the Prof. Central General Hospital.

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Dr. RD Kandou Manado. and (4) simultaneously there is a significant influence of locus of control, work motivation and work discipline on job satisfaction of employees at the Prof. Central General Hospital. Dr. RD Kandou Manado. and (4) simultaneously there is a significant influence of locus of control, work motivation and work discipline on job satisfaction of employees at the Prof. Central

General Hospital. Dr. RD Kandou Manado.

INTRODUCTION

Health development is an investment in improving the quality of human resources. Indonesia's National Long-Term Development Plan (RPJPN) 2005-2025 states that in realizing quality human resources (HR) with purchasing power and competitiveness, health together with education and increasing the purchasing power of families/communities are the three main pillars for improve the quality of human resources and the Indonesian Human Development Index (BPS, 2021). Quality human resources are both the subject and the object of development. The quality of human resources is getting better marked by the increase in the value of Indonesia's Human Development Index (HDI). Based on BPS data in 2021, Indonesia's HDI shows an increase in the quality of human resources, from 66.53 in 2010 to 71.94 in 2020, ranked 112th out of 175 countries in 2000, increasing to 107th out of 177 countries in 2007. However, public health status has improved, but health status in Indonesia is still not adequate (Kurniati A, Efendi, 2016). Classical theory Bloom in Notoadmodjo (2007), states that there are 4 factors that affect health status in a row, namely: 1) lifestyle (life style); 2) environment (social, economic, political, cultural); 3) health services; and 4) genetic factors (heredity). Health services are one of the factors that affect the degree of health. The hospital is a service center for people who have health problems. By coming to the hospital, of course, people hope to get good service and care so that their body can return to health. Inside the hospital, in order to carry out the service process for patients, the hospital is divided into several units, in general there are five service units. in the hospital, namely medical units, inpatient units, nursing units, administrative units, as well as housekeeping and technical units. In addition to matters relating to the patient's health directly, in a hospital there is an administrative unit that takes care of administrative issues related to hospitals, hospital financial management, patient data, staff data, archives. The hospital administration department is the 'gateway' for the community to register and administer cards for outpatient and inpatient care. In addition to taking care of the registration section, the administration section can also issue details of treatment costs, then the administration section will help direct the patient to the payment or cashier section. Administrative staff will work to serve patients who come to the administrative counter according to the sub-section or division of the hospital. Furthermore, the administration will bridge the communication and needs of patients to doctors or nurses. Therefore, an administration department must have a spirit of service and good document management. The existence of administrative staff needs to be managed properly. Health HR management is related to HR management in general. Health HR management is defined as the use of management functions in managing health human resources. Since 2010 the Ministry of Health has been trying to encourage and accelerate health development through a public health reform roadmap. These reforms have identified various problems in the management of health human resources. These problems include (Kurniati.A and Efendi, 2016):

1. The need for health workers, both in number and type, has not been fulfilled to support the implementation of health development/services;
2. Less even distribution of health workers, especially in remote, underdeveloped, border and archipelagic areas (DTPK);
3. Quality or quality of health workers;
4. Not yet optimal supervision of foreign health workers working in Indonesia;
5. Lack of management support, especially regulatory support in implementing the development

and empowerment of health workers.

One of the problems faced is related to the quality or quality of health workers. Quality is a dynamic condition associated with existing products, services, people, processes and the environment. Thus, talking about the quality of health workers, it is also related to all human resources involved in the service system in hospitals such as doctors, nurses, laboratory assistants and administrative staff. Hospital administration is an activity of planning, supervising, organizing, directing, coordinating and evaluating in the organization of hospital activities for health purposes. The main benefit of the existence of hospital administration is to carry out hospital health service activities to the community so that they can be carried out as well as possible. The activities of a hospital administrative staff usually include several important elements in a hospital, which are quite complex and greatly affect the assessment of services perceived by the community. Their duties and responsibilities are not simple. It is not only related to internal conditions in the hospital but also related to services to the community. Complicated administration will make people disappointed.

Hospital administration duties are as follows:

1. Everything related to the arrangement and recording of hospital financial administration in general.
2. Manage the administration of personnel in the hospital.
3. Record the administration of hospital patient admissions, namely inpatients, outpatients and emergency service patients.
4. Recording of health facilities available in hospitals, both additions, repairs, medicines and so on.
5. General administrative records (administration and filing), and others.

Although the administrative responsibilities of a hospital appear to be quite a lot, it is usually easier to implement if the administrative staff consists of several people. Prof Kandou Manado Central General Hospital is a teaching hospital under the Ministry of Health of the Republic of Indonesia, which is the largest hospital in North Sulawesi and has been a national referral hospital since 2014, and has been accredited by the International Hospital Accreditation Committee (KARS). Until now, Prof Kandou Manado Central General Hospital has a total of 2,406 employees, of which 691 people are administrative staff who occupy the second largest number after nurses and midwives. HR management is a process that includes evaluating HR needs, getting people to meet those needs, and optimizing the utilization of important resources by looking at the educational background or abilities and the right assignments, to match the needs and goals of the organization where HR is at. The scope of human resource management generally discusses matters relating to humans, including employee job satisfaction. Employee job satisfaction is a factor that is considered important, because it can affect the running of the organization as a whole. Job satisfaction does not only encourage positive behavior such as productive, disciplined, obedient, innovative, helpful (Yahyagil, 2015), controlling negative counter-productive behaviors such as corruption, theft, destruction, and leaving work (Greenidge, et al, 2014) but are also associated with happiness (Avent, 2007), psychological health (Slaski and Cartwright, 2003) and the quality of life of workers (Dhamija, Gupta, and Bag, 2019). People's happiness at work is not only related to salary, but how satisfied employees are which involve material and non-material aspects (Avent, 2007). Organizations that are hit by feelings of dissatisfaction in the work of their employees can have a negative impact to the detriment of the organization. The real and immediate loss is the decline in work morale and disruption of organizational services, both internally and externally. Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies within him. At work, employees will face various

conditions that are different in their work and sometimes do not match what they expect. The existence of a discrepancy between expectations and results sometimes has its own influence on the level of employee job satisfaction. However, if a match is found between expectations and results, it will provide job satisfaction which is a control of themselves. The picture of an employee's beliefs about the source of his behavior is known as the locus of control. Employee confidence can come from within the employee (internal locus of control) or from outside the employee (external locus of control). Internal locus of control is where the employee believes that what happens to him, his failures, successes because of the influence on himself. Jui♥Chen Chen, Colin Silverthorne (2008), Arman Sharif et al (2021), Hastuti et al (2015), and Herdi Arisaputro (2010) shows that locus of control is one of the factors that has a significant influence on an employee's job satisfaction. At work, employees should have confidence in their work. This belief in oneself, if properly implemented in accordance with the field of duty, will have a positive influence in the work environment. But in reality it can be seen that there are employees who feel right and master their work but do not understand the real problems faced by patients and their families at the hospital. As a result, the services provided are unfriendly. Likewise, if employees believe that their performance is the result of events beyond their direct control. Such an employee will be in dire need of direction. Motivation is a process that generates, directs and maintains or maintains human behavior so that it is goal-directed. Robbins (2015), states that work motivation is a process that produces an individual intensity, direction and persistence in his efforts to achieve a goal. As long as the work drive is strong, the greater the opportunity for individuals to be more consistent in work goals. According to Hasibuan (2014) motivation is the desire contained in an individual that stimulates them to take certain actions. With motivation, an employee will have a high spirit in carrying out the tasks assigned to him. Thus, work motivation is a capital in moving and directing employees so that they can carry out their respective duties in achieving goals with full awareness, enthusiasm and responsibility. Several studies conclude that work motivation can increase job satisfaction (Syarif, A., Rumengan, J., Gunawan D. (2021); Santoso, JB, Sidik Y. (2019); Suprpti et al (2020), Prysmakova and Wouter Vandenabeele (2020), Manoppo (2015), Sarita and Agustia (2010), Gunawan, Heryanda (2021), Kartika, Kaihatu. 2010, Lin Nurlinawati et al. (2020), Hastuti, Wenidan Farid, M (2015). Achievement efforts that are driven by work motivation can bring job satisfaction to each employee even though the work results obtained are less than optimal. Work discipline is a form of obedience from a person's behavior in complying with certain provisions or regulations related to work and enforced in an organization. Work discipline needs to be owned by every employee so that organizational life can be safe, orderly and smooth Rivai (2005). According to Manoppo (2015) discipline is a management action to encourage organizational members to meet the demands of these various provisions. In line with the opinion (Hasibuan, 2007) discipline is the most important HRM function and becomes a benchmark to measure/know whether other HR Management functions as a whole have been implemented properly or not. Therefore, in practice, if an organization has sought most of the rules that most employees obey, then discipline can be enforced. One of the main problems in the Central General Hospital Prof. RD Kandou is an increase in employee welfare through reward, punishment and remuneration (Prof RD Kandou Performance Report, 2019). The application of reward and punishment is an effort aimed at realizing competent human resources. Reward, punishment and remuneration are instruments used by the hospital to enforce work discipline. Currently, for absenteeism hospital employees use a system called "Kandou one" which is an application that functions to manage employee discipline that can be accessed via the employee's personal cellphone.

LITERATURE REVIEW

2.1. Job satisfaction

There are various definitions or limits on job satisfaction. First, the notion that views job satisfaction as a complex emotional reaction. This emotional reaction is the result of the encouragement, desire, and demands of employees' expectations of employees on the work associated with the realities felt by employees, giving rise to a form of emotional reaction in the form of feelings of pleasure, satisfaction or dissatisfaction. Second, the notion which states that job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work and matters relating to physical and psychological factors. This attitude towards work is the result of a number of individual specific attitudes towards factors in work, individual adjustment and individual social relationships towards the work they face. The term satisfaction refers to the general attitude of an individual towards his job. Someone with a high level of job satisfaction shows a positive attitude towards work. Job satisfaction is a very popular topic among management and industrial psychologists. Job satisfaction is a problem that is quite interesting and important, because it has enormous benefits for the benefit of individuals, industry and society. Individual interests, research on the causes and sources of job satisfaction allow the emergence of efforts to increase their happiness in life. industrial interest, research on job satisfaction is carried out in the context of increasing production and reducing costs through improving employee attitudes and behavior. Furthermore, the public interest will certainly enjoy the results of the maximum capacity of the industry and the increase in human value in the context of work. Handoko (2001), suggests job satisfaction is an emotional state that is pleasant or unpleasant for employees to view their work. Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything that is faced in the work environment. Employees who do not get job satisfaction will never achieve psychological satisfaction and eventually negative attitudes or behavior will arise which in turn will lead to frustration. On the other hand, satisfied employees will be able to work well, full of enthusiasm, active and can perform better than employees who do not get job satisfaction. This opinion is supported by Strauss and Sayles (in Handoko, 2001), job satisfaction is also important for self-actualization. Employees who do not get job satisfaction will never reach psychological maturity and in turn will become frustrated. Managers should be concerned about the level of job satisfaction in their organizations for at least three reasons:

- a) There is clear evidence that dissatisfied employees miss work more frequently and are more likely to resign.
- b. There has been a movement that satisfied employees have better health and a longer life.

2.2. Factors Affecting Job Satisfaction

Many factors affect employee work. The factors themselves in their role in providing satisfaction to employees depend on the personality of each employee. The factors that provide satisfaction according to Blum (in As'ad, 2002) are:

- a. Individual factors, including age, health, character and expectations.
- b. Social factors, including family relations, workers' views, political freedom and social relations.
- c. Main factors in employment, including wages, supervision, job security, working conditions and opportunities for advancement. In addition, also respect for skills, social relations at work, accuracy in resolving conflicts between humans, feelings of being treated fairly, both regarding personal and tasks.

According to Gilmer (1996), the factors that influence job satisfaction are:

- a. Opportunity to advance. In this case, whether or not there is an opportunity to gain experience and increase ability during work.
- b. Job security. This factor is referred to as supporting job satisfaction, both for employees. Safe conditions greatly affect the feelings of employees during work.
- c. Wages. Salary causes more dissatisfaction and people rarely express job satisfaction with the amount of money they earn.
- d. Company and management. A good company and management is able to provide a stable working situation and conditions. This factor determines employee job satisfaction.
- e. Supervision. At the same time, the supervisor's poor supervision can result in absenteeism and turnover.
- f. Intrinsic factors of work. Attributes in the job require certain skills. Difficulty and ease and pride in the task can increase or decrease satisfaction.
- g. Working conditions. This includes site conditions, ventilation, broadcasting, canteens and parking lots
- h. Social aspects of work. It is an attitude that is difficult to describe but is seen as a factor that supports satisfaction or dissatisfaction at work.
- i. Communication. Smooth communication between employees and management is widely used as a reason to like their position. In this case, the boss's willingness to listen, understand and acknowledge the opinions or achievements of his employees plays a very important role in creating job satisfaction.
- j. Facility. Hospital facilities, leave, pension funds or housing are the standard of a position and if they can be fulfilled it will create a sense of satisfaction.

An employee will feel satisfied at work if there is no difference or difference between what the employee wants and the reality they feel. If the words they feel and get are greater than what they think they should be, there will be a higher level of satisfaction. Conversely, if the perceived reality is lower than what they think there should be, then there has been employee dissatisfaction with work. The greater the difference, the greater the employee's dissatisfaction.

2.3. Job Satisfaction Indicator

An employee's assessment of how much he feels satisfied or dissatisfied with his job is based on several indicators. According to Robbins and Judge (2009), these indicators are:

- a. The nature of the work, the difficulty of the work being carried out, whether in accordance with the skills or not.
- b. Supervision, flexibility of supervision and the extent to which attention and rewards are received.
- c. Current pay, adequacy of the rewards / payments received.
- d. Promotion opportunities, opportunities for career advancement while working.

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2.4. Locus of control

The concept of Locus of Control (control center) was first put forward by Rotter (1966), a social learning theorist. Locus of Control is one of the personality variables, which is defined as an individual's belief in being able to control one's own destiny (Kreitner and Kinicki, 2014). Locus of control is the degree to which individuals believe that they are the determinants of their own destiny. The concept of locus of control was first put forward by Rotter, a social learning theorist. Locus of control is one of the personality variables, which is defined as an individual's belief in being able to control one's own destiny. Kreitner and Kinichi (2014) define locus of control as: Individual belief in being able to control one's own destiny. The locus of control aspect, which consists of a balanced number of items, is able to classify individuals to be more inclined to the internal type or the external type. Each dimension of locus of control has distinctive characteristics. According to experts, the definition of locus of control is as follows: According to Rotter (Suwarsi and Budianti, 2009) that: "Locus of Control or locus of control which is individual control over their work and their beliefs to self-efficacy. This locus of control is divided into two, namely the internal control locus which characterizes a person as having the belief that they are responsible for their work behavior in the organization. Locus of Control is a reflection of an individual's tendency to believe that he controls the events that occur in his life (internal) or that control over the events that occur in his life comes from other things, such as the power of others (external). Locus of Control includes the idea that individuals throughout their lives, analyze events as a result of their behavior or they believe that these events are the result of chance, fate or forces beyond their control.

2.5. WORK MOTIVATION

Motivation questions how to direct the power and potential of subordinates, so that they are willing to work together productively and successfully achieve and realize the goals that have been determined.

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. According to Mangkunegara (2008), motivation is a condition or energy that moves employees who are directed or agreed to achieve the company's organizational goals. Based on several definitions of motivation above, it can be concluded that motivation is an encouragement from superiors to subordinates to move an employee to want to work optimally to achieve organizational goals.

2.5.1. Types of Motivation

According to Hasibuan (2011) there are two types of motivation, namely positive motivation and negative motivation. A) Positive Motivation Positive motivation means that managers motivate (stimulate) subordinates by giving prizes to those who excel above standard achievements. With positive motivation, the morale of subordinates will increase because people generally like to accept things that are fine. b) Negative Motivation Negative motivation means that managers motivate subordinates with their standards will get punished. With this negative motivation, subordinates' morale to work in the short term will increase because they are afraid of being punished, but in the long term it can have bad results.

2.5.2. Work Motivation Indicator

According to McClelland in Malay SP Hasibuan (2011), the dimensions and indicators of motivation are as follows:

- a. The need for achievement, consisting of:
 - Developing Creativity
 - Enthusiasm for high achievement
- b. The need for affiliation, consisting of:
 - The need to feel accepted by others in the environment where he lives and works (sense of belonging)
 - The need to feel respected (sense of importance)
 - The need for a sense of progress and not failure (sense of achievement)
 - The need for a sense of participation
- c. The need for power, consisting of:
 - Have the best position
 - Putting your abilities to power.

2.6. WORK DISCIPLINE

Definition of Work Discipline.

Successful humans are humans who are able to regulate and control themselves regarding the way of life and how to work. So there is a close relationship between successful humans and disciplined individuals. Regarding the discipline itself, experts have various meanings as expressed by Martoyo (2000) that discipline comes from the Latin word "discipline" which means training or education of decency and spirituality as well as character development. The word discipline has three meanings, namely: (1) discipline, (2) obedience to regulations, and (3) a field of study that has certain object systems and methods. From these three meanings, what is meant by discipline is an order that should be obeyed by all members of the organization. That discipline is a psychological attitude of a person or

group of people who always want to follow/obey all the rules that have been set. Discipline also means exercises that develop self-control, character or order and efficiency; compliance or obedience to government rules and regulations or ethics, norms and rules that apply in society. Nitisemito argues that discipline is an attitude, behavior and actions that are in accordance with company regulations, both written and unwritten (Nitisemito, 1996). On the other hand, discipline is a person's awareness and willingness to obey all company regulations and applicable social norms. Meanwhile, according to Robbins (2015), Work discipline can be interpreted as an attitude and behavior that is carried out voluntarily with full awareness and willingness to follow the rules set by the company or superiors, both written and unwritten. The undisciplined behavior that arises is a reflection of the employee's negative perception of the control exercised by superiors. On the other hand, discipline behavior that arises is a reflection of positive perceptions of superior control. On the other hand, work discipline is an effort to regulate time in work that is carried out regularly by developing and following existing work rules. .

RESEARCH METHODS

4.1. Research Approach

This research uses associative research. Associative research is research that aims to determine the relationship between two or more variables (Sugiyono, 2017). The object of this research is the administrative staff at the Central General Hospital Prof. Dr. RD Kandou Manado.

4.2. Population, Sample Size and Sampling Technique

According to Sugiyono (2017), the population is a generalization area consisting of subjects who have certain qualities and characteristics set by the researcher to be studied and then draw conclusions. The research population is all administrative staff at the Prof. Central General Hospital. Dr. RD Kandou Manado totaled 691 people. The sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for the researcher to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population. What is learned from the sample, the conclusions can be applied to the population. For this reason, samples taken from the population must be truly representative.

$$n = \frac{N}{1 + N e^2}$$

Note: n = sample size

N= Population Size

e²= error (10%)

By using the Slovin formula, the sample size in this study can be calculated as follows:

$$n = 691 / 1 + (691 \times (0,1)^2)$$

$$n = 691 / 1 + (691 \times 0.01)$$

$$n = 691 / 1 + 6.91$$

$$n = 691 / 7.91$$

$$n = 87.36 \text{ (rounded to 88)}$$

Thus, the number of samples in this study is as many as 88 employees who will be taken randomly (random sampling).

4.3. Data and Data Sources

Data is a collection of information, in a business sense, data is a collection of information in decision making. This study uses two types of data, namely primary data and secondary data. Primary data is data obtained directly from the object under study through the distribution of questionnaires, interviews or questions and answers from the source. Secondary data is data obtained by researchers indirectly through intermediary media, namely through research results, books, articles, and various publications and related agencies that are relevant to the issues raised.

4.4. Data collection technique

The data collection technique used a questionnaire which was distributed to the research respondents. The Likert scale is the most frequent and most widely used scale in research, because this scale allows researchers to reveal the level of intensity of the attitude/behavior or feelings of the respondent (Mustafa, 2019). Data collection in this study will be carried out using the Google form application which is distributed via the whatsapp group or directly for those who are not included in the employee whatsapp group with the Health protocol.

4.5. Variable Operational Definition

The definition of variable measurement is the determination of the construct so that it becomes a measurable variable. A variable is anything that can be assigned various values. Variables can be measured with various values depending on the construct they represent, which can be in the form of numbers or in the form of attributes that use a size or scale in an assessment (Sugiyono, 2017).

4.6. Analysis Techniques

Multiple linear regression analysis is used to estimate how the condition (up and down) of the dependent variable, if two or more dependent variables as predictor factors increase and decrease in value. (Sugiyono, 2017).

DISCUSSION

5.1. Discussion

5.3.1 Influence. *Locus of Control* Against Employee Job Satisfaction.

Humans in carrying out various life activities always try to respond to all aspects that are around them externally and internally. This individual activity is controlled by the locus of control factor. Locus of control is one of the personality variables, which is defined as an individual's belief in being able to control one's own destiny. Locus of Control is a reflection of an individual's tendency to believe that he controls the events that occur in his life (internal) or that control over the events that occur in his life comes from other things outside his life (external). According to Kreitner and Kinicki (2014), Individuals who have a tendency to internal locus of control are individuals who have the belief to be able to control all events and consequences that have an impact on their lives. Individuals with an internal locus of control have the perception that the environment can be controlled by themselves so that they are able to make changes according to their wishes. External Locus of Control refers to the belief that opportunities, fate, managers, supervisors, organizations and other things can be more powerful to make decisions about the life and outcomes of an individual. According to Kreitner and Kinicki (2014) individuals who have a tendency to external locus of control are individuals who have the belief that performance is the result of events beyond their direct control. According to Hanurawan

(2010), people with external locus of control are very suitable for positions that require direction from others, such as lower-class employees and mechanics. The results of this study found that there was an insignificant positive influence of locus of control on job satisfaction of hospital employees General Center Prof. Dr. RD Kandou Manado. The results of this study support research from Sarita and Agustia (2009), and Lomanto (2012) which conclude that there is a positive and insignificant effect between locus of control on employee job satisfaction. This is because they think that the locus of control, both internal and external, is the influence or contribution of various environmental factors. That is, locus of control is not owned by a person since he was born, rather, it arises in the process of forming an employee's character as a result of interaction with his environment. The positive influence/relationship between locus of control and job satisfaction is shown by research from Sarita and Agustia (2009), Safitri, R. and Rizal, ASS (2020), Henis Fiqih Amalini, Mochammad Al Musadieg, Tri Wulida Afrianty (2016), Hastuti, Wenidan Farid, M (2015), Herdi Arisaputro (2010), Jui Chen Chen, Colin Silverthorne (2008), Bruce D. Kirkcaldy at al (2002), and Arman Syarif at al (2021). That is, an employee will have job satisfaction if the employee can display behavior that is in accordance with the type of work he does as a result of his influence (internally) and the environment outside (externally). Most of the respondents in this study have worked at the Prof. Central General Hospital. Dr. RD Kandou Manado for a long period of time. This causes the locus of control in employees internally to have been formed so that they can carry out their duties independently, and this has an impact on their job satisfaction. Usually, a new employee needs control from outside themselves to direct their work behavior, especially superiors and co-workers around him. On the other hand, old employees who have mastered their work will have a high internal locus in completing their work, compared to their external locus.

5.3.2. The Effect of Work Motivation on Employee Job Satisfaction

Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. According to Mangkunegara (2008), motivation is a condition or energy that moves employees who are directed or agreed to achieve the company's organizational goals. One of the goals of work motivation according to Hasibuan (2011) is to achieve job satisfaction. Work motivation can raise employee morale to work better so that an employee will have high work motivation and affect job satisfaction. Yukl (1992) argues that the performance of a group depends on the motivation and abilities of its members. Group performance will be high if the members are motivated to work. Wouter Vandenebeele (2020) Rivo Manoppo (2015) Sarita and Agustia (2010) Putu Arya Gunawan, Komang Krisna Heryanda (2021), Endo Wijaya Kartika, Thomas S. Kaihatu (2010), and Iin Nurlinawati at al (2020). The relationship between motivation and job satisfaction is: a significant positive relationship between job satisfaction and employee work motivation, where if the employee has a high job satisfaction value, it will be followed by a high work motivation aspect as well, and vice versa. This means that employees who have reached high job satisfaction will also encourage employee work motivation at the maximum level. Work Motivation is the urge to do and complete a job quickly and enthusiastically. Work motivation is owned by every human being, there are still some people who work harder than others. Most people are willing to work harder if they do not encounter obstacles in realizing what is expected. As long as the work drive is strong, the greater the opportunity for individuals to be more consistent in work goals.

5.3.3. The Effect of Work Discipline on Employee Job Satisfaction

The results of the study stated that work discipline had a positive and significant effect on employee job satisfaction. This means that the better work discipline is applied, the better the job satisfaction will be. The results of this study are in accordance with research from: Putu Arya Gunawan¹, Komang Krisna

Heryanda (2021), Rivo Manoppo (2015), Suprapti at al (2020), and Joko Bagio Santoso, Yusuf Sidik. (2019). Arman Syarif at al (2021) Work discipline as an attitude of respect and obedience to the applicable provisions both written and unwritten and being able to carry it out, not evading sanctions if he violates the duties and authorities given to him. Work discipline is a form of employee self-control and regular implementation and shows the level of seriousness of the work team in an organization. Good work discipline refers to the magnitude of a person's sense of responsibility for the tasks assigned to him. Discipline that does not originate from the human conscience will result in weak and unsustainable discipline. The application of work discipline for employees aims to encourage employees to be willing and willing to follow various standards or rules that apply in a company, so that abuse of work can be overcome. Good discipline will basically grow and emerge from the results of human awareness. Good discipline reflects the magnitude of a person's responsibility for the tasks assigned to him, this encourages morale, and the realization of organizational goals. Good discipline from employees will also show that the organization can maintain the loyalty and quality of its human resources,

CONCLUSION

Based on the results of data analysis, the following conclusions were obtained:

1. There is no significant positive effect of locus of control on job satisfaction of the staff of the Prof. Central General Hospital. Dr. RD Kandou Manado.
2. There is a positive and significant influence Work Motivation (X2) on job satisfaction (Y) Central General Hospital employees Prof. Dr. RD Kandou Manado.
3. There is a positive and significant effect of Work Discipline (X3) on job satisfaction (Y) of the employees of the Prof. Central General Hospital. Dr. RD Kandou Manado.
4. Simultaneously there is a significant influence of locus of control, work motivation and work discipline on job satisfaction of the Central General Hospital Employees Prof. Dr. RD Kandou Manado.

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