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"Entrepreneurship on Global Economics Development in the Era of Society 5.0"

Antecedents of Job Satisfaction with Employee Performance as an Intervening Variable**Zulaspan Tupti^{1*}, Muhammad Arif¹**¹Universitas Muhammdiyah Sumatera Utara

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***Email:** zulaspantupti@umsu.ac.id, muhammadarif@umsu.ac.id**Abstract**

The purpose of this study was to examine and analyze the influence of Locus of Control and work environment on job satisfaction with employee performance as an intervening variable at PT. Indomobil Finance Indonesia, Kisaran Branch, directly or indirectly. The approach used in this study is an associative approach. The population in this study were all employees of PT. Indomobil Finance Indonesia, Kisaran Branch, totaling 45 people. The sample in this study used a saturated sampling of 45 employees of PT. Indomobil Finance Indonesia, Kisaran Branch. Data collection techniques in this study used observation techniques and questionnaires. Data analysis techniques in this study used a quantitative approach using statistical analysis using the Outer Model Analysis test, Inner Model Analysis, and Hypothesis Testing. Data processing in this study uses the PLS (Partial Least Square) software program. The results of this study prove that directly Locus Of Control has a significant effect on job satisfaction. The work environment has a significant effect on job satisfaction. Locus Of Control has a significant effect on employee performance. Work environment has no effect on employee performance. Employee performance has a significant effect on job satisfaction. And indirectly Locus Of Control has a significant effect on job satisfaction with employee performance as an intervening variable. The work environment has no effect on job satisfaction with employee performance as an intervening variable at PT. Indomobil Finance Indonesia, Kisaran Branch.

Keywords: Locus Of Control, Work Environment , Job Satisfaction and Employee Performance

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INTRODUCTION

In accordance with their nature, human needs are very diverse, both types and levels, even humans have needs that tend to be unlimited. That is, needs always increase from time to time and humans always try their best to satisfy these needs. Human needs are defined as everything that is owned, achieved, and enjoyed, therefore humans are encouraged to carry out activities called work, although not all activities are said to be work. Job satisfaction is a very important factor to get optimal work results.

The joy felt by employees will have a positive impact on these employees. Job satisfaction is a situation where a worker feels proud, happy, treated fairly, recognized and cared for by superiors, valued, feels safe because his work can produce something that meets his personal needs, desires, hopes and ambitions so that he will be satisfied physically and spiritually (Nor, 2013).

Job satisfaction reflects a person's feelings towards his work. This can be seen in the positive attitude of employees towards work and everything that is faced by the work environment. The personnel department or management must always monitor job satisfaction because this affects absenteeism, labor turnover, job satisfaction, and other issues.

Job satisfaction is an evaluation that describes a person's feelings of pleasure or displeasure, satisfaction or dissatisfaction at work. Job satisfaction is very influential for the continuity of company activities, where job satisfaction can increase if employees have a sense of responsibility to do their work to the fullest so that with a high sense of responsibility they can realize goal-directed behavior in order to achieve the final goal, namely the achievement of common organizational goals. (Rivai, 2014).

An employee working in a company besides making money for his life he also wants a sense of satisfaction to be in that company. Job Satisfaction is the level of pleasure felt by employees in a company for their role or work. The level of satisfaction of each individual has a different scale. In general, they get a fair reward from various aspects of the work situation from the company where they work. So employee job satisfaction concerns the psychology felt by individuals in the organization, which is caused by the conditions he feels from his environment (Jufrizen & Kandhita, 2021). According to (Hamali, 2016) that job satisfaction at work is a positive attitude of the workforce towards their work, which arises based on an assessment of the work situation. And job satisfaction is a feeling that supports or does not support employees who are related to their work or to their condition (Mangkunegara, 2017) that

From the opinions of the experts above, it can be concluded that job satisfaction is a pleasant or unpleasant emotional state that supports feelings in employees related to work and their condition.

Meanwhile, according to (Robbins & Judge, 2017) the indicators of job satisfaction are: Work, Wages, Promotions, Supervisors and Colleagues,

Job satisfaction is closely related to employee performance. Someone who is satisfied in his job will have motivation, organizational commitment and high work participation, which in turn will continue to improve their performance. Vice versa, high performance will affect job satisfaction. Job satisfaction also has an impact on low employee productivity, high absenteeism from work and low organizational commitment. Thus job satisfaction is a set of employee feelings about whether or not their job is enjoyable.

Employee performance is work that can be achieved by a group of people in an organization with their respective authorities and responsibilities, in order to achieve the

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goals of the organization concerned legally, not breaking the law, and in accordance with morals and ethics (Jufrizen & Noor, 2022) . According to (Hasibuan & Silvya, 2019) the results of employee performance can be seen from the development of their performance. Employee performance is the result of the activities carried out. Performance arises not only from formal education, but from work practice in the field.

From the opinion of experts, it can be concluded that performance is the result of the quantity and quality of each person's work as the performance of an employee who is quite effective in doing something that is clear about what to do and how to do it.

Meanwhile, according to (Kasmir, 2016) performance indicators are divided into several parts, namely: Quality (quality), Quantity (amount), Time (term), Cost suppression, Supervision, Relations between employees.

One factor that also influences job satisfaction is Locus Of Control , Every individual has beliefs and perceptions of everything that affects him. Locus Of Control shows the degree to which individuals believe that behavior influences what happens to them. And Locus Of Control can be divided into two, namely internal Locus Of Control , where individuals believe that they control the events and consequences that affect their lives and external Locus Of Control , where individuals believe that their achievements are the result of circumstances beyond their control. (Sunyoto, 2013)

According to (Ghufron & Risnawita, 2010) Locus Of Control or locus of control is the individual's control over their work and their belief in their own success. Locus Of Control has four basic concepts, potential behavior, expectations, value reinforcing elements, and psychological atmosphere. According to (Robbins & Judge, 2017) Locus of control is the level at which individuals believe they are the determinants of their own destiny. And (Sunyoto 2015) states that Locus of Control shows the level at which individuals believe that behavior influences what happens to them

Based on the explanation above, Locus Of Control is Locus Of Control is an individual's perception of an event, meaning that the individual is able or not to control the events he is facing

According to (Azwar, 2011) Locus Of Control consists of three indicators where the explanation is as follows: Internality, Chance , Powerful others

And factors to get job satisfaction Wrong only one is with notice factor environment Work. Organization as parent Work must provide environment Work Which comfortable as well as conducive so that capable spur employees work productively . (SP Siagian, 2016) . Because a good work environment will make employees more comfortable in carrying out their daily work so that employees are more focused on their work and the expected results.

In effort get job satisfaction something organization must pay attention to the work environment, because the work environment has an influence which is great for workers in carrying out their duties. Therefore every company must try so that factors Which including in the work environment is carefully considered so that it has an influence Which positive for performance the employees.

Environment Work is something place Which there is a number group Where in inside there is a number of facility supporters For reach objective company in accordance with the vision and mission of the company. (Sedarmayanti, 2013) Good work environment can improve employee performance, otherwise the work environment is lacking adequate can

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lower Spirit Work. Because, environment Work have influence direct to employee Which currently Work.

The work environment in a company needs to be considered, this because the work environment has a direct influence on employees. a conducive work environment can improve performance employees and vice versa, an inadequate work environment will result reduce employee performance. Good working environment conditions if humans can carry out activities optimally, healthily, safely and comfortable suitability of the work environment can be seen as a result in the long term which is old.

By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on the enthusiasm or enthusiasm of employees at work. A conducive work environment provides a sense of security and allows employees to work optimally.

According to (Sedarmayanti, 2018) the work environment is all the tools and materials encountered, the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group. Meanwhile, according to (Kaswan, 2017) the work environment is everything that is around the worker can support the activities of the workers themselves. And according to (Marbun & Jufrizen, 2022) the work environment is a place where employees carry out activities every day. A conducive work environment provides a sense of security and allows employees to work optimally.

From the definition above it can be concluded that the work environment is everything that exists around workers that can support their activities in carrying out their duties and will affect their work optimally to produce good performance.

There are several work environment indicators described (Mangkunegara, 2017) , namely: Lighting / light at work, Temperature / air temperature at work, Humidity at work, Air circulation at work, Noise at work, Employee Relations, Decoration at work , Music at work , Safety at work.

METHOD

The research consisted of 2 independent variables, namely Locus Of Control (X1) and Work Environment (X2), 1 dependent variable, namely Job Satisfaction (Y), and 1 mediating variable, namely Employee Performance (Z). In this study, the authors used an associative approach to find out the relationship between each variable. The data collected is presented in the form of quantitative data, namely testing and analyzing data in calculating numbers and then drawing conclusions from the test.

The population in this study were all employees of PT Indomobil Finance Indonesia Kisaran Branch, totaling 45 people and the sample used was a saturated sample, where the members of the population used as the sample were all employees of PT Indomobil Finance Indonesia Kisaran Branch of 45 people.

RESULT AND DISCUSSION**Analysis Results****Outer Model Data Analysis**

Analysis of the measurement model (outer model) aims to evaluate the construct variables studied, the validity (accuracy), and reliability (reliability) of a variable.

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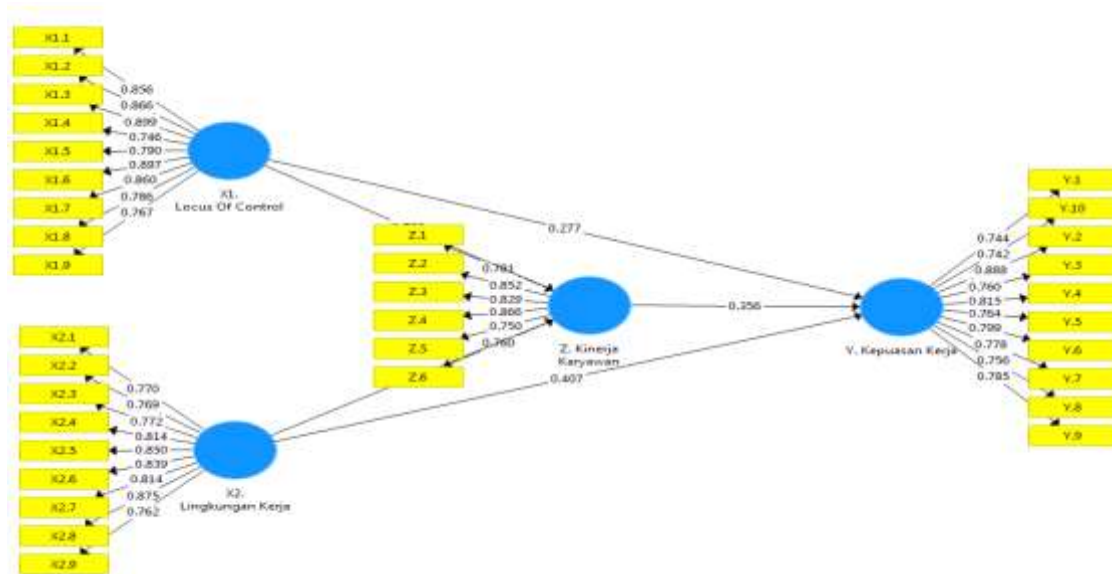


Figure 1. PLS Algorithm

Convergent Validity

Convergent validity is used to see the extent to which a measurement is positively correlated with alternative measures of the same construct. To see whether an indicator of a construct variable is valid or not, it can be seen from its outer loading value . If outer value loading is greater than (0.4) then an indicator is valid (Hair Jr. et al., 2017) . Outer loading values for the variable Locus Of Control Work Environment, Job Satisfaction and Employee performance is declared valid.

Internal Consistency Analysis

Internal consistency analysis is a form of reliability used to assess the consistency of results across items on the same test. Internal consistency testing uses a composite reliability value with criteria for a variable that is said to be reliable if the composite reliability value is > 0.600 (Hair Jr et al., 2017)

Table 1. Internal Consistency Analysis

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1.Locus Of Control_	0.943	0.946	0.953	0.691
X2. Work Environment	0.934	0.941	0.944	0.653
Y. Job Satisfaction	0.930	0.933	0.941	0.615
Z. Employee Performance	0.892	0.894	0.918	0.652

Source : SEM PLS (202 2)

Based on the internal consistency analysis data in the table above, the results show that variable

Locus Of Control , Work Environment, Job Satisfaction and Employee Performance are reliable because it is greater than 0.6

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Discriminant Validity

Discriminant validity aims to assess whether an indicator of a construct variable is valid or not, namely by looking at the value of Heterotrait - Monotrait Ratio Of Correlation (HTMT) < 0.90 , then the variable has good discriminant validity (valid) (Hair Jr et al., 2017).

Table 2. Discriminant Validity

	X1. Locus Of Control_	X2. Work environment	Y. Job Satisfaction	Z. Employee Performance
X1._Locus Of Control_				
X2._Work Environment	0.733			
Y. Job Satisfaction	0.838	0.777		
Z. Employee Performance	0.699	0.417	0.761	

Source : SEM PLS (2022)

Collinearity (Colinierity / Variance Inflation Factor / VIF)

test is to prove whether the correlation between latent/construct variables is strong or not. If there is a strong correlation, it means that the model contains problems from a methodological point of view, because it has an impact on the estimated statistical significance. This problem is called collinearity (collinearity). The value used to analyze it is by looking at the Variance Inflation Factor (VIF) value (Hair Jr et al., 2017).

If the VIF value is greater than 5.00, it means that there is a collinearity problem, and conversely there is no collinearity problem if the VIF value < 5.00 (Hair Jr et al., 2017).

Table 3. Collinearity

	X1._Locus Of Control_	X2._Work Environment	Y. Job Satisfaction	Z. Employee Performance
X1._Locus Of Control_			2,910	1996
X2._Work Environment			2018	1996
Y. Job Satisfaction				
Z. Employee Performance			1,735	

Source : SEM PLS (2022)

Thus, from the data above, the structural model in this case is not all correlation free from collinearity problems.

Structural Model Analysis (Inner Model)

Structural Model Path Coefficient Significance Test

In this test there are two stages, namely testing the hypothesis of the direct effect and testing the hypothesis of the indirect effect. The hypothesis testing path coefficients are in the picture below:

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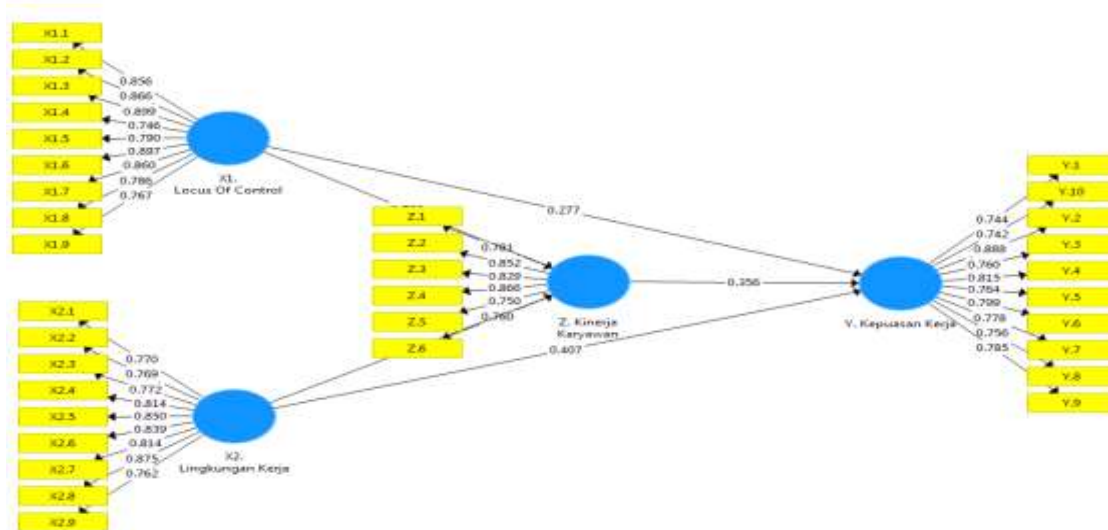


Figure 2. Hypothesis Testing

Direct Effect Testing

Table 4. Direct Effect Hypothesis

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1_ Locus Of Control_ -> Y. Job Satisfaction	0.277	0.281	0.112	2,482	0.013
X1_ Locus Of Control_ -> Z. Employee Performance	0.726	0.726	0.153	4,739	0.000
X2_ Work Environment -> Y. Job Satisfaction	0.407	0.400	0.105	3,877	0.000
X2_ Work Environment -> Z. Employee Performance	-0.113	-0.128	0.163	0.696	0.487
Z. Employee Performance -> Y. Job Satisfaction	0.356	0.361	0.102	3,483	0.001

Source : SEM PLS (2022)

Based on the table above it can be obtained The direct effect of Locus Of Control on Job Satisfaction has a path coefficient of 0.277 (positive), then an increase in the value of the Locus Of Control variable will be followed by an increase in Job Satisfaction. Locus Of Control on Job Satisfaction has a P- Values of 0.013 then $0.013 < 0.05$, so it can be stated that Locus Of Control has a significant effect on Job Satisfaction

The direct effect of Locus Of Control (X1) on Employee Performance has a path coefficient of 0.726 (positive), then an increase in the Locus Of Control value will be followed by an increase in Employee Performance. Locus of control on employee performance has a P- value of 0.0000, so $0.000 < 0.05$, so it can be stated that locus of control has a significant effect on employee performance.

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The direct effect of the Work Environment on the Job Satisfaction variable has a path coefficient of 0.407 (positive), then an increase in the Work Environment value will be followed by an increase in Job Satisfaction. Work Environment on Job Satisfaction has a P-Values of 0.000, then $0.000 < 0.05$, so it can be stated that the Work Environment has a significant effect on Job Satisfaction.

The direct effect of the Work Environment on Employee Performance has a path coefficient of -0.113 (negative), so a decrease in the value of the Work Environment will be followed by a decrease in Employee Performance. Work Environment on Employee Performance has a P-Values of 0.487 then $0.487 > 0.05$, so it can be stated that the Work Environment has no effect on Employee Performance

The direct effect of employee performance on job satisfaction has a path coefficient of 0.356 (positive), then an increase in employee performance scores will be followed by an increase in job satisfaction. Employee performance on job satisfaction has a P-Values of 0.001 then $0.001 < 0.05$, so it can be stated that employee performance has a significant effect on job satisfaction.

Indirect Influence Hypothesis Testing

Testing the indirect effect hypothesis aims to prove the hypotheses of the effect of a variable on other variables indirectly (through an intermediary).

Table 5. Indirect Influence Hypothesis

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
X1._Locus Of Control_ -> Z. Employee Performance -> Y. Job Satisfaction	0.259	0.261	0.091	2,855	0.004
X2._Work Environment -> Z. Employee Performance -> Y. Job Satisfaction	-0.040	-0.046	0.064	0.634	0.526

Source : SEM PLS (202 2)

Based on the table above obtained

P Values of the indirect effect of Locus of Control on Job Satisfaction mediated by Employee Performance are 0.004, so $0.004 < 0.05$, thus it can be stated that Locus of Control has a significant effect on job satisfaction with employee performance as an intervening variable

P Values of the indirect effect of the Work Environment on Job Satisfaction mediated by Employee Performance are 0.526 then $0.526 > 0.05$ thus it can be stated that the work environment has no effect on job satisfaction with employee performance as an intervening variable.

Coefficient of Determination (R Square)

The Coefficient of Determination (R Square) aims to evaluate the accuracy of the prediction of a variable. In other words, to evaluate how the variation in the value of the dependent variable is affected by the variation in the value of the independent variable in a path model. (Hair Jr et al., 2017)

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Table 6. Coefficient of Determination

	R Square	Adjusted R Square
Y. Job Satisfaction	0.772	0.756
Z. Employee Performance	0.424	0.396

Source : SEM PLS (202 2)

In the table above, the results of the influence of Locus of Control and Work Environment on Job Satisfaction are 0.772, which means that the magnitude of the influence is 77.2%, this means that it shows a strong PLS. Then, the result of the effect of Locus of Control and Work Environment on Employee Performance is 0.424, which means that the magnitude of the influence is 42.4%, this means that it shows moderate PLS.

DISCUSSION

The Effect of Locus Of Control On Job Satisfaction.

The results of this study found that the direct effect of the Locus Of Control variable on Job Satisfaction has a path coefficient of 0.277 (positive), and has a P-Values of 0.013, so $0.013 < 0.05$, so it can be stated that Locus Of Control has a significant effect on Job Satisfaction at PT. Indomobil Finance Indonesia Range Branch

Locus of Control is a person's perspective on an event whether he feels he can or cannot control the events that happen to him. Locus of control is a construction of a person's personality that reflects beliefs or perceptions about who controls his life and environment. Job satisfaction is a job with obtaining the results of work goals, placement of treatment, and a good working environment. Job satisfaction is also an employee's feeling about whether or not their job is pleasant, or a feeling of displeasure or a positive emotional attitude that comes from one's work experience. The joy felt by employees will have a positive impact on these employees. (Mumineen, 2022) .

According to research conducted by (Harahap, 2018) that Locus Of Control influences job satisfaction.

The Influence of the Work Environment on Job Satisfaction

The results of this study found that the work environment on the job satisfaction variable has a path coefficient of .407 (positive), and has a P- Values of 0.000 then $0.000 < 0.05$, so it can be stated that the Work Environment has a significant effect on Job Satisfaction at PT. Indomobil Finance Indonesia Range Branch .

The work environment plays an important role in increasing employee job satisfaction. This happens because the work environment such as task structure, job design, leadership patterns, cooperative patterns and organizational culture are getting better, so employee job satisfaction is also getting better. (Wibowo, 2014) .

According to previous research (Tamali & Munasip, 2019) , (Astuti & Iverizkinawati, 2019) , (Fadli, 2020) , (Marbun & Jufrizen, 2022) , (Siagian & Khair, 2018) , and (Hasibuan, 2015) , states that The work environment has a significant effect on satisfaction

The Effect of Locus Of Control On Employee Performance Employees

The results of this study found that Locus Of Control on Employee Performance has a path coefficient of 0.726 (positive), has a P- Values of 0.0000 then $0.000 < 0.05$, so it can be

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stated that Locus Of Control has a significant effect on Employee Performance at PT. Indomobil Finance Indonesia Range Branch .

Locus of Control refers to an individual's ability to influence events related to his life. According to (Rotter, 1966) Locus of Control is a person's perspective on an event whether he can or can not control the events that occur. Based on the Locus of Control theory , it is possible that employee behavior in conflict situations will be influenced by the internal characteristics of the Locus of Control where the internal Locus of Control is the perspective that all good or bad results are due to capacity actions and factors within themselves.

Locus of Control trait is those who believe that an event is always within their control range and is likely to make more ethical and independent decisions. Because of that, it can be concluded that performance is also influenced by the personality type of individuals with an internal Locus of Control who are more oriented to the task they face so that it will improve their performance.

This is in accordance with research conducted by (Jufrizen & Lubis, 2020) , (Pulungan & Rivai, 2021) and (Listiani & Kurniawati, 2017) which states that Locus of Control affects Employee Performance.

The Influence of the Work Environment on Employee Performance Employees

The direct effect of the Work Environment on Employee Performance has a path coefficient of -0.113 (negative), so a decrease in the value of the Work Environment will be followed by a decrease in Employee Performance. Work Environment on Employee Performance has a P- Values of 0.487 then $0.487 > 0.05$, so it can be stated that the Work Environment has no effect on Employee Performance at PT. Indomobil Finance Indonesia Range Branch .

According to (Afandi, 2018) the work environment can be interpreted as the whole of the tools encountered, the surrounding environment in which a person works, the method of work, as the influence of work both as individuals and groups. The work environment is everything that exists around the workers that can influence him in carrying out the tasks assigned. There are two kinds of work environment, namely the physical work environment, non-physical work environment (Muis et al., 2021)

To create high performance, it is necessary to increase optimal work and be able to utilize the potential of human resources possessed by employees to create organizational goals, so that they will make a positive contribution to organizational development. (Students & Arif, 2021)

In research conducted by (Manihuruk & Tirtayasa, 2020) states that the work environment partially has no significant effect on performance .

The Effect of Employee Performance on Job Satisfaction

The results of this study found that Employee Performance on Job Satisfaction has a path coefficient of 0.356 (positive), and has a P-Values of 0.001 then $0.001 < 0.05$, so that it can be stated that employee performance has a significant effect on job satisfaction at PT. Indomobil Finance Indonesia Range Branch .

Job satisfaction at work is the satisfaction enjoyed at work by obtaining the results of work objectives, placement, treatment, and a good working environment. Employees who prefer to enjoy job satisfaction in this job will prioritize their work rather than the rewards of

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carrying out their duties. Job satisfaction can occur on the job, outside of work, and a combination of both inside and outside of work.

Positive job satisfaction also has a positive impact on improving employee performance. This is because employees feel satisfied with the things that exist in a job and the company will motivate these employees to perform more positively. Job satisfaction, when employees feel job satisfaction, employees will tend to persist and not leave work. (Prayogi et al., 2019).

According to previous research conducted (Kirani & Bagia, 2021), (Kusumo & Widjaja, 2018), (Jufrizen, 2017), and (Hasanah & Harisantoso, 2020) that performance affects job satisfaction.

The Effect of Locus Of Control on Job Satisfaction with di Employee Performance as an Intervening Variable.

The results of this study found that Locus Of Control on Job Satisfaction with Employee Performance as an intervening variable 0.004 then $0.004 < 0.05$, thus it can be stated that Locus Of Control has a significant effect on job satisfaction with employee performance as an intervening variable at PT. Indomobil Finance Indonesia Range Branch.

Locus of control is not static but can also change; individuals who adhere to an internal locus of control can change to individuals who adhere to an external locus of control, and vice versa.

Employee performance is a variable that mediates the effect of Locus of Control on satisfaction. This means that if someone has a Locus Of Control, he is confident in his ability to get satisfaction at work, then having a Locus Of Control will lead to a sense of job satisfaction with good performance results, of course. (Triana et al., 2021).

The Influence of the Work Environment on Job Satisfaction with Employee Performance as an Intervening Variable.

The results of this study found that the P Values had an indirect effect on the Work Environment on Job Satisfaction with Employee Performance as an intervening variable of 0.526 then $0.526 > 0.05$, thus it can be stated that the work environment has no effect on job satisfaction with employee performance as an intervening variable at PT. Indomobil Finance Indonesia Range Branch.

Employee job satisfaction is an interesting topic to be studied in a research. Increasing job satisfaction can be done by creating a good and comfortable work environment. Such conditions will be able to make employees happy, comfortable and feel at home in the organization. A good work environment can reduce the level of boredom and stress levels of employees. So that employee performance will increase (Irma & Yusuf, 2020)

CONCLUSION

Locus Of Control has a significant effect on Job Satisfaction at PT. Indomobil Finance Indonesia Range Branch. Work environment significant effect on job satisfaction at PT. Indomobil Finance Indonesia Range Branch. Locus Of Control significant effect on employee performance at PT. Indomobil Finance Indonesia Range Branch. Work Environment has no effect on Employee Performance at PT. Indomobil Finance Indonesia Range Branch.

Employee performance significant effect on job satisfaction at PT. Indomobil Finance Indonesia Range Branch. Locus Of Control has a significant effect on Job Satisfaction with

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Employee Performance as intervening variable at PT. Indomobil Finance Indonesia Range Branch. Work Environment has no effect on Job Satisfaction with Employee Performance as intervening variable at PT. Indomobil Finance Indonesia Range Branch.

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