

The Influence Of Competence, Locus Of Control, Self Concept, Career Clarity, And Work Climate On Job Satisfaction And Employee Performance Of Ditlantas Regional Police And Satlantas Resort Police In East Java

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Abstract

Ditlantas Regional Police and Satlantas Police Station in East Java currently do not use performance measurement using the Human Resources Scorecard approach. Performance measure is still carried out subjectively, is based more on financial perspectives, and does not yet have standard and comprehensive of human resource performance measurements. The purpose of the study was to analyze the effects of competence, locus of control, self-concept, career clarity, and work safety on job satisfaction and employee performance at Ditlantas Regional Police and Satlantas Police Station in East Java. The study design uses explanatory research. The research sample was employees of the Ditlantas Regional Police and Satlantas Police Station in East Java. The number of samples was calculated by the Slovin formula, and a sample of 380 employees was obtained. Data analysis techniques using Structural Equation Modeling (SEM).

The results show competence, locus of control, self-concept, career clarity, and work climate have a significant effect on job satisfaction. Competence, locus of control, and work climate have a significant effect on employee performance, while the influence of self-concept and career clarity is known to be not significant. Furthermore, job satisfaction also has a significant effect on employee performance. Therefore, from a total of eleven hypotheses, nine of them were accepted and the other two hypotheses were rejected. The most influential variable on job satisfaction is the work climate, while the variable that most influences on employee performance is job satisfaction. The indirect effect test results also showed that job satisfaction significantly mediated the effect of competence, locus of control, self-concept, career clarity, and work climate on employee performance.

Keywords: competence, locus of control, self-concept, career clarity, work climate, job satisfaction, employee performance, Ditlantas, Satlantas.

Date of Submission: 22-11-2020

Date of Acceptance: 07-12-2020

I. Introduction

Spencer and Spencer (2007:196) stated that an individual's competence is something inherent in him that can be used to predict his level of performance. Furthermore, *Locus of control* is an indicator of self-core evaluation because individuals who think that they lack control over their lives and tend to lack confidence (Sitorus et al., 2019). The next factor is *self concept* or self concept. According to Crider (2003:76) the concept of self is part of self-esteem. Giving an assessment of self-worth is part of the concept of self. Self-concept affects job satisfaction. The next factor is *career clarity*. Hirschia et al. (2017) in his research explained that *career clarity is clarity and self-determination of the career goals owned by each employee, career clarity related to job satisfaction*, the clearer the career goals of an employee, the higher the job satisfaction, because the work results in accordance with the goals to be achieved. The last factor that can affect performance is the work climate. Aslam et al. (2013) Found that the work climate and job satisfaction have a very strong relationship when comparing it with the relationship between organizational structure and job satisfaction, or work outcomes with job satisfaction and between processes in the organization with job satisfaction.

This research was conducted in Ditlantas Polda Jatim and Satlantas Polres Ranks of East Java Police. East Java Police is a Polda with classification (level) A, with the legal area of East Java Police covering 38 cities / districts, with details, one Police Resort Kota Besar (Polrestabes Surabaya), 8 Police Resort City, and 29 Police Resort, including the Police KPPP Tanjung Perak.

II. Problem Formulation

Based on the description that has been submitted on the background, which provides an overview of the factors that influence job satisfaction and employee performance at the East Java Regional Police Ditlantas and Satlantas Polres East Java Police Ranks, then the research problems can be formulated as follows:

1. Does competence affect job satisfaction in the Ditlantas Polda Jatim and Satlantas Polres Ranks of East Java Police?
2. Does locus of control affect job satisfaction in Ditlantas Polda Jatim and Satlantas Polres Jajaran Polda Jatim?
3. Does the self concept affect job satisfaction in the Ditlantas Polda Jatim and Satlantas Polres Ranks of East Java Police?
4. Does the career clarity affect job satisfaction in ditlantas Polda Jatim and Satlantas Polres Jajaran Polda Jatim?
5. Does the work climate affect job satisfaction in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police?
6. Does competence affect the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police?
7. Does the control locus of control affect the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police?
8. Does the self concept affect the employee performance at the Ditlantas Polda Jatim and Satlantas Polres Ranks of East Java Police?
9. Does the career clarity affect the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police?
10. Does the work climate affect the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police?
11. Does job satisfaction affect the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police?

III. Literature Review

Human resources are one of the most important factors in determining the success of an organization or company. Hasibuan (2005:10) stated that human resource management is a science and art of regulating the relationships and roles of the workforce in order to be effective and efficient to realize the goals of organizations, employees and communities. This is in line with what Nawawi (2004:42) stated that Human Resource Management is a process of utilizing human beings as human labor, so that their physical and psychic potentials function optimally for the achievement of organizational goals.

Performance needs to be used as an evaluation material for leaders or managers in an organization or company. Performance is a work achievement that is the result of the implementation of a work plan created by an institution implemented by leaders and employees (HR) who work in the institution, both government and company (business) to achieve the objectives of the organization.

Performance measurement forms have different focus. According to Moehariono (2010:150), *Human Resources Scorecard* is a form of human resources measurement that tries to clarify the role of human resources in detail as something that has been considered *still intangible* to be measured its role to the extent of the achievement of the company's vision, mission, and strategy. *Human Resources Scorecard* has advantages and benefits for the organization or company if it can be implemented appropriately. The benefits and benefits obtained include (Moehariono, 2012: 151):

1. *Human Resources Scorecard* can describe the contribution of human resources to the achievement of the company's vision and mission clearly and measurably.
2. *Human Resources Scorecard* can maximize human resources in controlling the costs incurred and the value given.
3. *Human Resources Scorecard* can provide a clear picture of causal relationships between departments.
4. *Human Resources Scorecard* can maximize human resources professionally and manage its strategic responsibilities.
5. *Human Resources Scorecard* is flexible in its implementation.

According to Luthans (2006:126), job satisfaction is a positive or pleasant emotional state generated in a job or work experience. Robbins (2008:63), says that job satisfaction is a common attitude towards a person's work, which shows the difference between the number of awards workers receive and the amount they believe they should receive.

Boulter *et al.* (1996:38) explains competence is a basic characteristic of a person that allows them to produce superior performance in his work. According to Boulter *et al.* (1996:39) competency level is as follows: *Skill, Knowledge, Selfconcept, Self Image, Trait* and *Motive*. Skill is the ability to carry out a task

well. *Knowledge* is information that a person has for a specific field. *Social role* is the attitude and values that a person has and highlighted in society. *Self image* is a person's view of one's own self, reflecting identity. The concept of locus control was first put forward by Rotter in 1966, as social learning theory expert. Kreitner & Kinichi (2001:203) said that the results achieved by the internal locus control are considered to be derived from his activity. Whereas in individuals with locus external control consider that the success achieved is controlled by the surrounding circumstances.

According to Rogers, self concept is a fixed inner consciousness, about experiences that relate to me and distinguish me from those that are not me. Whereas according to Feist and Feist (2014:9) self concept is the whole aspect of the existence and experience of a person who is realized (although not always accurate) by the individual.

Experts more often define a career as a process of a concept that is not static and final. Haneman *et al.* (2005:527) says that "An employee's career journey begins when he or she accepts a job in an organization. According to Scheinder *et al.*, (2011:364) states "work climate may be defined as the shared perception of and the meaning attached to the policies, practices and procedures of employees experiences and the behaviors they observe getting rewarded and the are supported and expected". Robert Stringer points out that there are five factors that cause a working climate (Wirawan, 2007:135).

1. External environment.
2. Organizational strategy.
3. Practice leadership.
4. Organizational settings.
5. History of the organization.

IV. Research Methodology

The population in this study is all employees in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police, which amounts to 3,833 people, namely structural officers with the status of permanent employees, with a population distribution in each region. In this study to draw samples was done by using the formula put forward by Slovin. Based on calculation that the formula presented by Slovin, a minimum sample number of 372.75 was obtained and will be rounded up to 380 samples. Sampling is done by, *proportional cluster random sampling technique*.

The model to be used in this study is the causality or relationship model. To test the proposed hypothesis, the analysis technique used is SEM (*Structural Equation Modelling*), with statistical software AMOS.

V. Finding

Analysis of the results of the study was carried out on the data of the results of the dissemination of questionnaires. Questionnaires were distributed to a total of 400 employees in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police. 400 questionnaires were distributed, 9 of which did not return, resulting in the remaining 391 questionnaires. Based on the data entry results, there are 7 questionnaires that are not filled out completely, so the remaining 384 questionnaires, then researchers will use 380 questionnaires according to the number of samples. Here are the *Regression Weight* and *Standardized Regression Weight structural equation models*:

Table 1

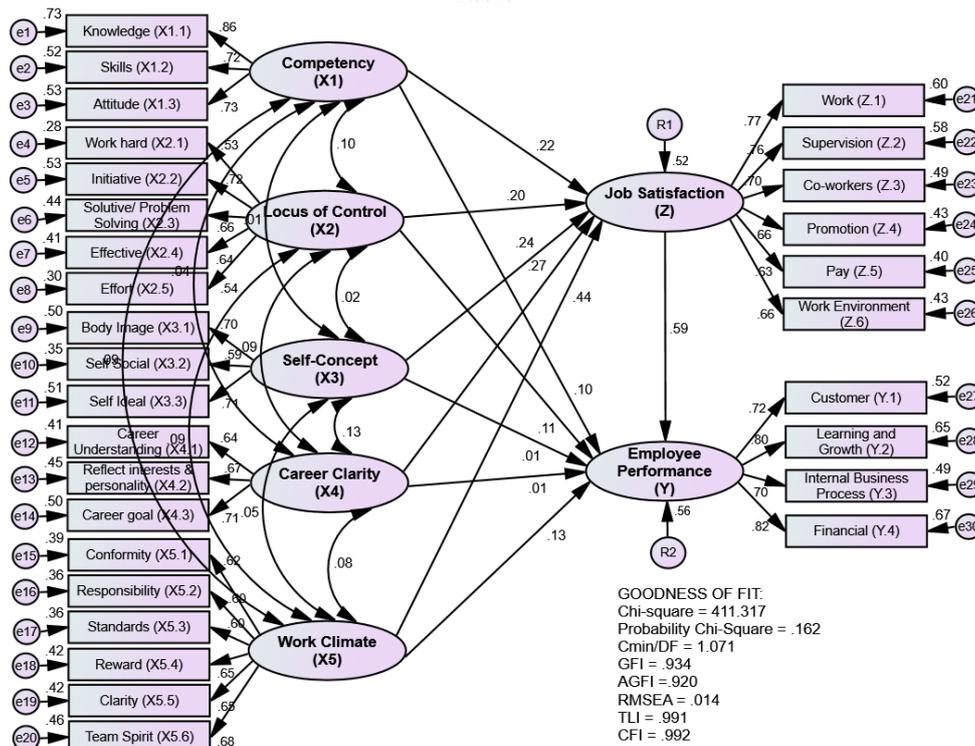


Table 2
 Hypothesis Testing Through Regression Weight

Influence Between Variables	Std. Estimate	Se	Cr	Prob
Competence (X1) → Job satisfaction (Z)	0,217	0,062	4,173	0,000
Locular control (X2) → Job satisfaction (Z)	0,201	0,071	3,519	0,000
Self Concept (X3) → Job satisfaction (Z)	0,243	0,065	4,241	0,000
Clarity of career (X4) → Job satisfaction (Z)	0,272	0,063	4,592	0,000
Working climate (X5) → Job satisfaction (Z)	0,440	0,080	7,030	0,000
Competence (X1) → Employee performance (Y)	0,105	0,051	2,053	0,040
Locular control (X2) → Employee performance (Y)	0,113	0,055	2,128	0,033
Self Concept (X3) → Employee performance (Y)	0,014	0,053	0,252	0,801
Clarity of career (X4) → Employee performance (Y)	0,005	0,051	0,088	0,930
Working climate (X5) → Employee performance (Y)	0,135	0,066	2,153	0,031
Job satisfaction (Z) → Employee performance (Y)	0,586	0,073	6,692	0,000

Based on the Table 1 above, it can be explained as follows:

1. **H1:** Competence has a significant effect on job satisfaction in ditlantas Polda Jatim and Satlantas Polres Ranks of East Java Police

The estimated result of the parameter competence variable to job satisfaction shows a significant result with CR value of 4.173 greater than 1.96, and a probability (p-value) of 0.000 less than 0.05. Thus, the first hypothesis that states that competence has a significant effect on job satisfaction in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police is proven.

2. **H2:** Locus control has a significant effect on job satisfaction in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police

The estimated result of the locus control variable parameter to job satisfaction shows a significant result with CR value of 3,519 greater than 1.96, and probability (p-value) of 0.000 less than 0.05. Thus, the second

hypothesis that states locus control has a significant effect on job satisfaction in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police is proven.

3. **H3:** Self concept has a significant effect on job satisfaction in the East Java Regional Police Ditlantas and Satlantas Polres Ranks of East Java Police

The estimated result of self concept variable parameter to job satisfaction shows a significant result with *CR* value of 4,241 greater than 1.96, and *probability (p-value)* of 0.000 less than 0.05. Thus, the third hypothesis that states self concept has a significant effect on job satisfaction in the East Java Regional Police Ditlantas and Satlantas Polres Ranks of East Java Police is proven.

4. **H4:** Career clarity has a significant effect on job satisfaction in Ditlantas Polda Jatim and Satlantas Polres Jajaran Polda Jatim

The estimated parameter career clarity variable to job satisfaction shows a significant result with a *CR* value of 4,592 greater than 1.96, and *probability (p-value)* of 0.000 less than 0.05. Thus, the fourth hypothesis that states career clarity has a significant effect on job satisfaction in the East Java Regional Police Ditlantas and Satlantas Polres East Java Police Ranks is proven.

5. **H5:** Work climate has a significant effect on job satisfaction in the Ditlantas Polda Jatim and Satlantas Polres Ranks of East Java Police

The estimated parameter of work climate variable to job satisfaction shows a significant result with *CR* value of 7,030 greater than 1.96, and *probability (p-value)* of 0.000 less than 0.05. Thus, the fifth hypothesis that states the work climate has a significant effect on job satisfaction in the East Java Regional Police Ditlantas and Satlantas Polres Ranks of East Java Police is proven.

6. **H6:** Competence has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police

The estimated result of the parameter competence variable to employee performance shows a significant result with *CR* value of 2.053 greater than 1.96, and *probability (p-value)* of 0.040 less than 0.05. Thus, the sixth hypothesis that states competence has a significant effect on employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police is proven.

7. **H7:** Locus control has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police

The estimated parameter of the variable locus control over employee performance shows a significant result with a *CR* value of 2,128 greater than 1.96, and *probability (p-value)* of 0.033 less than 0.05. Thus, the seventh hypothesis that states the locus control has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police is proven.

8. **H8:** Self concept has no significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police

The estimated result of the parameter self concept variable to employee performance shows an insignificant result with *CR* value of 0.252 less than 1.96, and *probability (p-value)* of 0.801 greater than 0.05. Thus, the eighth hypothesis that states the self concept has a significant effect on the employee performance at the East Java Regional Police Ditlantas and Satlantas Polres East Java Police Ranks are not proven.

9. **H9:** Clarity career has an insignificant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police

The estimated parameter of career clarity variable to employee performance shows insignificant result with *CR* value of 0.088 less than 1.96, and *probability (p-value)* of 0.930 greater than 0.05. Thus, the ninth hypothesis that states career clarity has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police is not proven.

10. **H10:** Work climate has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Polres Ranks of East Java Police

The estimated parameter of variable work climate to employee performance shows a significant result with *CR* value of 2,153 greater than 1.96, and *probability (p-value)* of 0.031 less than 0.05. Thus, the tenth hypothesis that states the work climate has a significant effect on the employee performance at the East Java Regional Police Ditlantas and Satlantas Polres Ranks of East Java Police is proven.

11. **H11:** Job satisfaction has a significant effect on the employee performance at the East Java Regional Police Ditlantas and Satlantas Polres Ranks of East Java Police

The estimated parameter of the job satisfaction variable to employee performance shows a significant result with *CR* value of 6,692 greater than 1.96, and *probability (p-value)* of 0.000 less than 0.05. Thus, the eleventh hypothesis, that states job satisfaction has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police is proven.

Table 2 also provides information on priority paths that influence responses, both on increased satisfaction and performance improvement. The path that has the most impact on improving employee satisfaction is the work climate, this indicates by maintaining a *confort work climate or in accordance with the rules*, will make

employees have a sense of responsibility for the work carried, so as to cause job satisfaction. Furthermore, the path that has the most impact on improving employee performance is the job satisfaction, this shows by increasing employee job satisfaction will make employees work more optimally, so that their performance will also improve.

VI. Hypothesis Testing

The results of research and testing using SEM with *AMOS Software v.24* showed a significant influence of competence on job satisfaction, on employees of the East Java Regional Police and Satlantas Police Ranks of East Java Police. The estimated parameter of influence of competency on job satisfaction shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so the first hypothesis stating that competency has a significant effect on job satisfaction in employees of the East Java Regional Police and Satlantas Polres Ranks of East Java Police, can be accepted.

The results of research and testing using SEM with *AMOS Software v.24* also showed a significant influence of locus control on job satisfaction on employees of the East Java Regional Police and Satlantas Police Ranks of East Java Police. The estimated parameter of the influence of locus control on job satisfaction shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so that the second hypothesis stating that the locus control significant effect on job satisfaction in employees of the East Java Regional Police and Satlantas Polres East Java Police Ranks, is acceptable.

The results of research and testing using SEM with *Software AMOS v.24* also showed a significant influence of self-concept on job satisfaction on employees of the East Java Regional Police and Satlantas Police Ranks of East Java Police. The estimated parameter of self-concept influence on job satisfaction shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so that the third hypothesis stating that the self-concept influenced significantly on job satisfaction in employees of East Java Police and Satlantas Police Ranks East Java Police, can be accepted.

The results of research and testing using SEM with *AMOS Software v.24* also showed that career clarity has a significant influence on job satisfaction on employees of the East Java Regional Police and Satlantas Police Ranks of East Java Police. The estimated parameter of the career clarity influence on job satisfaction shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so that the fourth hypothesis stating that career clarity has a significant effect on job satisfaction in employees of the East Java Regional Police and Satlantas Polres Ranks of East Java Police, can be accepted.

The results of research and testing using SEM with *Software AMOS v.24* also showed a significant influence of the work climate on job satisfaction on employees of the East Java Regional Police and Satlantas Police Ranks of East Java Police. The estimated parameter of the influence of work climate on job satisfaction shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so that the fifth hypothesis stating that the work climate has a significant effect on job satisfaction in employees of the East Java Regional Police and Satlantas Police Ranks of East Java Police, can be accepted.

The results of research and testing using SEM with *Software AMOS v.24* showed a significant influence of competence on the performance of employees in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police. The results of the estimated parameters influence on employee performance showed significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so that the sixth hypothesis stating that influence of competence has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Polres East Java Police Ranks, can be accepted.

The results of research and testing using SEM with *Software AMOS v.24* showed a significant influence of locus control on employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police. The estimated parameter of the influence of locus control on employee performance shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so that the seventh hypothesis stating that the locus control has a significant effect on employee performance in the East Java Regional Police Ditlantas and Satlantas Polres East Java Police Ranks, is acceptable.

The results of research and testing using SEM with *AMOS Software v.24* showed an insignificant influence of self-concept on the employee performance at the East Java Regional Police Ditlantas and Satlantas Police Ranks of East Java Police. The estimated parameter of self-concept influence on employee performance shows insignificant results with a CR value less than 1.96, and the value of significance (*p-value*) greater than 5%, so the eighth hypothesis stating that the self-concept influenced significantly on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police, is unacceptable.

The results of research and testing using SEM with *Software AMOS v.24* showed an insignificant influence of career clarity on employee performance at the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police. The estimated parameter of the influence of career clarity on employee performance shows insignificant results with a CR value less than 1.96, and the value of significance (*p-*

value) greater than 5%, so the ninth hypothesis that states that career clarity has a significant effect on the employee performance in the East Java Regional Police And Satlantas Police Ranks East Java Police, is unacceptable.

The results of research and testing using SEM with *AMOS Software v.24* showed a significant influence of the work climate on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police. The estimated parameter of the influence of work climate on employee performance shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so the tenth hypothesis that states that the work climate has a significant effect on employee performance in the East Java Regional Police Ditlantas and Satlantas Polres East Java Police Ranks, is acceptable.

The results of research and testing using SEM with *Software AMOS v.24* showed a significant influence of job satisfaction on the employee performance at the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police. The estimated parameter of the influence of job satisfaction on employee performance shows significant results with a CR value greater than 1.96, and the value of significance (*p-value*) is less than 5%, so the eleventh hypothesis that states that job satisfaction has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police, can be accepted.

VII. Conclusion

Research variables consist of influence of competence, locus control, self concept, career clarity, work climate, job satisfaction, and employee performance. Based on problem formulation, research objectives, literature study, conceptual framework, research method, research results, and discussions that have been described in the previous chapter, it can be concluded as follows:

1. Influence of competence has a significant effect on job satisfaction in employees Ditlantas East Java Police and Satlantas Police Ranks East Java Police, the higher the competence of employees then the job satisfaction is also higher.
2. Locus control has a significant effect on job satisfaction in employees Ditlantas East Java Police and Satlantas Police Ranks East Java Police, the better the behavior of employees in controlling the work environment as an element of support in the show of work on the organization, will have an impact on improving job satisfaction.
3. The self concept has a significant effect on job satisfaction in employees Ditlantas East Java Police and Satlantas Police Ranks East Java Police, the more positive the way the employee views himself, will have an influence on the increase of job satisfaction.
4. Career clarity has a significant effect on job satisfaction in employees Ditlantas East Java Police and Satlantas Police Ranks East Java Police, the clearer the goal of achieving the career of employees, the higher the job satisfaction.
5. The work climate has a significant effect on job satisfaction in employees Ditlantas East Java Police and Satlantas Police Ranks East Java Police, the more harmonious the work climate in an organization, will have an influence on employee job satisfaction.
6. Influence of competence has a significant effect on employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks Of East Java Police, the higher the competence of employees then the performance is also higher.
7. Locus control has a significant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police, the better the behavior of employees in controlling the work environment as an element of support in the performance of the organization, will have an impact on improving employee performance.
8. The self concept is not significant to the performance of employees in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police, the more positive the way the employee views himself, is not able to give a strong impact on improving the performance of employees.
9. Career clarity has an insignificant effect on the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police, the more clear the goal of achieving the career of employees, is not able to give a strong impact on improving employee performance.
10. Work climate affects the employee performance in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police, the more harmonious the work climate in an organization, will have an influence on the performance of employees.
11. Job satisfaction affects the performance of employees in the East Java Regional Police Ditlantas and Satlantas Police Ranks East Java Police, the higher the employee's job satisfaction will have an influence on improving the performance of these employees.

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Eko Widodo, et. al. "The Influence Of Competence, Locus Of Control, Self Concept, Career Clarity, And Work Climate On Job Satisfaction And Employee Performance Of Ditlantas Regional Police And Satlantas Resort Police In East Java." *IOSR Journal of Business and Management (IOSR-JBM)*, 22(11), 2020, pp. 55-62.