

Internship Experience and Locus of Control as Determinants of Work Readiness among Internship Program Participants

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Abstract

Work readiness among internship program participants is an important indicator in meeting professional workforce demands. Preliminary observations at PT Bio Farma (Persero) revealed differences in work readiness influenced by internship experience and internal psychological factors such as locus of control. Internship experience provides opportunities to apply theoretical knowledge in real workplace settings, while locus of control reflects an individual's belief that outcomes are shaped by personal ability and competence. This study aims to examine the effects of internship experience and locus of control on the work readiness of internship participants at PT Bio Farma (Persero). A quantitative approach was employed, and data were collected from 52 bachelor's degree internship participants. Multiple linear regression was used to test partial relationships, whereas the simultaneous contribution of the variables was evaluated using the coefficient of determination (R^2). The results indicate that internship experience and locus of control have a positive and significant influence on work readiness, both individually and jointly. These findings highlight the importance of meaningful workplace learning experiences and strengthening interns' confidence in their own capabilities. The study provides managerial implications for organizations in designing internship programs that better prepare participants for professional careers.

Keywords: *Internship Experience, Locus of Control, Work Readiness*

INTRODUCTION

The gap between graduates' competencies and industry requirements remains a critical issue, particularly in regulated sectors such as the pharmaceutical industry. Although technological progress and globalization have transformed the world of work and increased labor market competitiveness (Romadani & Prabowo, 2024), many graduates are still not adequately prepared to meet industry demands, leading to a persistent skills mismatch (Billa et al., 2025; Abdurahman & Mulyana, 2021). This issue is especially crucial in the pharmaceutical sector, which requires high levels of technical competence, discipline, and compliance to ensure product quality and consumer safety (Kementerian Perindustrian RI, 2024).

Work readiness is a multidimensional construct that determines an individual's ability to meet professional demands and adapt to workplace challenges. It includes not only technical competence but also emotional intelligence, adaptability, resilience, and professional maturity (Mayasari & Heryanda, 2025). In increasingly competitive labor markets, organizations recognize human resources as a strategic asset in achieving organizational goals, further emphasizing the importance of workforce readiness (Syamsudhuha & Abdurahman, 2024).

Internship programs play an important role as a form of experiential learning that bridges the gap between academic knowledge and practical workplace requirements. Through direct exposure to real work environments, internships enable individuals to develop job-relevant competencies and improve their readiness to enter the workforce. This is particularly important in

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the pharmaceutical industry, where the integration of theoretical knowledge and technical skills is essential (Kementerian Perindustrian RI, 2024). In addition to experiential learning, individual psychological factors such as locus of control also influence work readiness. Individuals with a strong internal locus of control tend to demonstrate higher levels of responsibility, adaptability, and persistence in facing workplace challenges (Romi et al., 2022). These characteristics are critical in highly regulated industries that demand precision, accountability, and strict adherence to procedures. In Indonesia, issues related to work readiness remain prominent. Data from the Central Statistics Agency (BPS) shows that the Open Unemployment Rate (TPT) was 4.76%, indicating ongoing challenges in the transition from education to employment, particularly among young people (Badan Pusat Statistik, 2025).

Furthermore, a survey conducted by Intelligent through the Pollfish platform involving 1,243 company owners revealed that approximately 40% of companies consider recent graduates, especially Generation Z (class of 2020–2023), not ready to enter the workforce (Kontan, 2023). These findings highlight a persistent gap between graduates' competencies and industry needs. Within this context, the pharmaceutical industry represents a strategic sector due to its significant contribution to public health and national resilience. PT Bio Farma (Persero), as one of Indonesia's leading pharmaceutical companies in vaccine and life science production, operates under high professional and regulatory standards (Kurniawan & Dwijayanty, 2025). This makes it a relevant setting for examining workforce readiness, particularly among interns transitioning from academic environments to professional practice. Therefore, this study aims to analyze work readiness among interns in the pharmaceutical industry by examining the role of internship experience and locus of control. By focusing on a highly regulated industrial context, this study is expected to provide insights into improving graduate readiness and aligning educational outcomes with industry expectations.

Table 1. Data Recap of the Evaluation of PT Bio Farma (Persero) Internship Participants Batch 2 of 2025

| EVALUATION PREDICATE | VALUE RANGE | NUMBER (PEOPLE) | PERCENTAGE (%) |
|----------------------|-------------|-----------------|----------------|
| Special | 4.50 – 5.00 | 12 | 23.1% |
| Good | 4.00 – 4.49 | 28 | 53.8% |
| Pretty Good | 3.00 – 3.99 | 10 | 19.2% |
| Not Good | 2.00 – 2.99 | 2 | 3.8% |
| Less | ≤ 1.99 | 0 | 0% |
| Total | | 52 | 100% |

Source: Department of Learning Management and Development of PT Bio Farma (Persero), Reprocessed in 2025

Based on Table 1 above, these results show that in general, internship participants have had a good level of work readiness, but have not fully reached the optimal level of work readiness according to the standards of the industrial world of work. The work readiness of participants in the PT Bio Farma evaluation form is assessed through two main aspects, namely Work Culture and Personality, which include indicators of responsibility, striving to achieve excellence, cooperation, continuous learning, effective communication, and integrity. Although most of the participants are already in the good category, the existence of participants in the good-to-poor category shows a gap in work readiness. This difference shows that the level of student work readiness still varies and has not been evenly formed. Therefore, work readiness is an important issue to be studied further, considering that not all graduates have adequate readiness to transition to the world of work. This

condition demands a strategy that can bridge these differences so that graduates not only excel academically but are also ready to face professional challenges in the real work environment.

One of the strategic efforts to bridge this gap is through internship experience programs. According to [Billa et al. \(2025\)](#), internship experience is a practice-based learning program designed to provide opportunities to apply theories that have been acquired in college into a real work environment. One of the companies that plays an active role in supporting the development of Indonesian human resources is PT Bio Farma (Persero). The Bio Farma Internship Program (BIP) is a program that provides opportunities for those who have a high spirit of learning, want to develop, like challenges and are open-minded to learn work practices directly in the company environment ([Biofarma.co.id](#)). This program is a tangible form of the company's commitment to encouraging the creation of harmony between the world of education and the world of work.

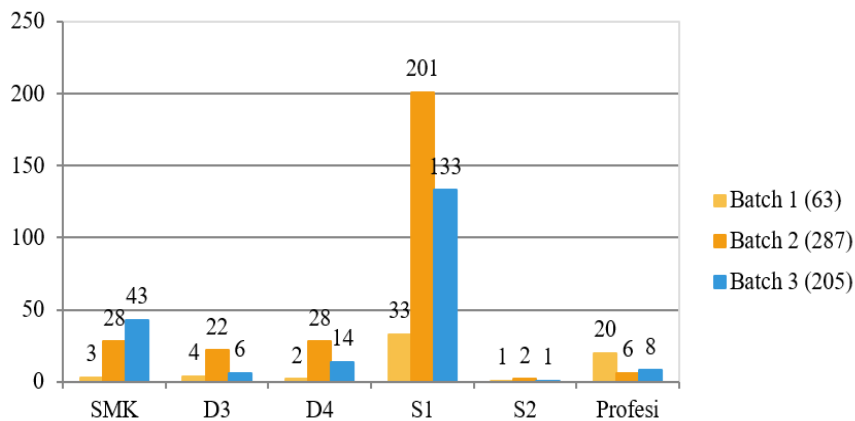


Figure 1. Comparison of the Number of Bio Farma *Internship* Program Applicants per *Batch* (2025)

Source: Department of Learning Management and Development of PT Bio Farma (Persero), data to be reprocessed in 2025

Based on the image above, it can be seen that the number of applicants for the Bio Farma Internship Program (BIP) in 2025 has fluctuated from batch 1 to batch 3. In batch 1, the total number of registrants was recorded at 63 people, then experienced a very significant increase in batch 2 to 287 people, and decreased again in batch 3 to 205 people. If reviewed based on the level of education, the interns are still dominated by Strata 1 (S1) students in each batch, with the number increasing rapidly from 33 people in batch 1 to 201 people in batch 2, then slightly decreasing to 133 people in batch 3. This shows that S1 students have the highest interest in the internship program at Bio Farma, in line with the needs of students to gain industrial experience before entering the world of work. Overall, this phenomenon shows a trend of increasing student interest in internship programs at PT Bio Farma (Persero), which is known as a life science company with international standards. The increase in the number of applicants shows that more and more students are aware of the importance of practical work experience as a provision before entering the professional world.

In line with this view, [Billa et al. \(2025\)](#) explained that the internship program is a form of practice-based learning that aims to provide opportunities to apply theoretical knowledge that has been acquired during lectures to real work situations. Through this activity, interns can understand more deeply about work culture, professional ethics, and hone technical skills relevant to the needs of the world of work. Support for this theory has also been found in various previous studies.

Research conducted by Halawa et al. (2025) found that internship experience has a positive and significant effect on work readiness. A similar study by Putri et al. (2024) shows that internship experience has a positive and significant effect on work readiness. The more experience relevant to the world of work (including industry practices/internships), the more ready an individual will be to enter the world of work.

In addition to internship experience, other factors that influence work readiness are suspected to affect its level, namely, locus of control. Locus of control is defined as a person's belief about the extent to which the results obtained in his or her life are influenced by internal factors, such as personal effort, ability, and competence, or by external factors, such as luck, fate, and influence from others (Liana et al., 2025). This concept was first introduced by Rotter through social learning theory, which views the locus of control as an important dimension in understanding differences in human behavior.

Table 2. Total Participants of Bio Farma Internship Program 2025

| PARTICIPANT STATUS | NUMBER (PEOPLE) | PERCENTAGE (%) |
|---------------------------|------------------------|-----------------------|
| Active | 164 | 38% |
| Completed | 233 | 55% |
| Resign | 29 | 7% |
| Total | 426 | 100% |

Source: Department of Learning Management and Development of PT Bio Farma (Persero), data to be reprocessed in 2025

The data shows that the majority of internship participants are able to complete the internship program well, but there are still some who resign or are undergoing an internship program (active). The active category refers to participants who are still participating in a series of internship activities and have not reached the final stage of the program. The completed category shows participants who have completed the entire internship process according to the provisions, while the resign category describes participants who stop participation before the program is completed, either due to personal constraints or other external factors. This difference indicates that, in addition to external factors such as internship experience, there are internal individual factors that also affect a person's ability to deal with pressure, adjust, and take responsibility for their duties. One of the psychological factors that affects this is the locus of control, which is the extent to which the individual believes that success or failure in work depends on himself or on external factors.

Table 3. Percentage of Participants Accepted for the Bio Farma Internship Program in 2025

| BATCH | NUMBER OF REGISTRANTS | PARTICIPANTS ACCEPTED | PERCENTAGE ACCEPTED (%) |
|--------------|------------------------------|------------------------------|--------------------------------|
| Batch 1 | 63 | 63 | 100% |
| Batch 2 | 287 | 238 | 83% |
| Batch 3 | 205 | 137 | 67% |
| | Average | | 83% |

Source: Department of Learning Management and Development of PT Bio Farma (Persero), Reprocessed in 2025

Based on the data above, from all stages of selection, only 83% of participants managed to pass to the final stage and were accepted as internship participants. This figure shows that the internship selection process at PT Bio Farma (Persero) is carried out strictly and competency-

oriented through the administrative stages, English Proficiency Test (EPT), potential selection, and the bidding process. The high level of selection reflects that the success of participants does not only depend on external factors but rather on personal effort and self-confidence which are characteristic of an internal locus of control. Thus, this selection system illustrates the importance of an internal locus of control, where individuals who have the belief that success is determined by effort and personal responsibility tend to be better able to go through the selection process with optimal results. This phenomenon shows that each intern has a different way of dealing with the stages of selection and implementation of the internship program. This difference indicates the existence of internal psychological factors that affect how individuals control themselves, one of which is the locus of control. Individuals with an internal locus of control believe that success and failure depend on their own efforts and abilities, so they tend to be proactive, have clear goals, and be responsible for the results obtained.

For example, in the context of the implementation of the Bio Farma Internship Program (BIP), interns with internal orientation show a strong and consistent attitude during the selection process and the internship period by trying to prepare themselves well at the selection stage and being able to complete their responsibilities until the internship period is over. On the other hand, individuals with an external locus of control assume that the results obtained are influenced by factors beyond personal control, such as fate or luck, which can lead to the emergence of passive behavior and dependence on external conditions (Liana et al., 2025). This view is reinforced by Robbins and Judge (2018:134-135), who explain that individuals with *an internal locus of control* tend to be more responsible, achievement-oriented, have initiative, and show high confidence in facing work challenges. The results of previous research support this view. The results of Al-bahrani et al. (2021) show that the locus of control has an important role in shaping a person's career orientation and aspirations. Internally oriented individuals tend to have the belief that career success depends on personal effort and decisions, so as to display higher expectations for their professional future. In line with that, the results of research by Sholikah and Muhyadi (2021) also confirm that the locus of control has a positive effect on work readiness, where individuals with an internal orientation are better prepared to make decisions and are able to control their career development steps.

This indicates that the higher a person's locus of control, the higher his work readiness. Astuti & Amri (2024) stated that individuals with an internal locus of control tend to be more active in seeking work opportunities and have a strong motivation to develop themselves. In contrast, individuals with an external locus of control often feel that their future career is influenced by factors beyond their control that can lower the level of work readiness. Based on the background above, although many studies have examined work readiness, most previous research has primarily focused on general graduate populations and has rarely investigated internship participants within highly regulated industries such as pharmaceuticals, particularly in the Indonesian context. In addition, existing studies tend to analyze internship experience and locus of control separately, resulting in limited empirical evidence that integrates both factors simultaneously in explaining work readiness. Therefore, this study aims to examine the partial and simultaneous effects of internship experience and locus of control on the work readiness of internship program participants at PT Bio Farma (Persero). This study contributes both theoretically and practically. Theoretically, it integrates experiential learning factors through internship experience and psychological factors through locus of control into a single model to explain interns' work readiness. Practically, the findings guide organizations, particularly PT Bio Farma (Persero), in designing more effective internship programs, including selection, mentoring, and development strategies to strengthen participants' readiness for professional careers.

Research Objectives

The objectives of this study are:

1. To examine the effect of internship experience on the work readiness of internship program participants at PT Bio Farma (Persero).
2. To analyze the effect of locus of control on the work readiness of internship program participants at PT Bio Farma (Persero).
3. To investigate the simultaneous influence of internship experience and locus of control on work readiness among internship program participants at PT Bio Farma (Persero).

Hypotheses

- H1: Internship experience has a positive effect on the work readiness of internship program participants at PT Bio Farma (Persero).
- H2: Locus of control has a positive effect on the work readiness of internship program participants at PT Bio Farma (Persero).
- H3: Internship experience and locus of control simultaneously have a positive effect on the work readiness of internship program participants at PT Bio Farma (Persero).

LITERATURE REVIEW

Work Readiness

Work readiness refers to an individual's capacity to effectively perform work-related tasks and adapt to professional environments, encompassing technical competence, personal attributes, organizational understanding, and behavioral maturity (Mayasari & Heryanda, 2025). Contemporary perspectives emphasize that work readiness extends beyond academic knowledge to include adaptability, responsibility, communication skills, and psychological preparedness to meet workplace demands.

Prior studies consistently demonstrate that insufficient work readiness among graduates contributes to prolonged school-to-work transitions and early career instability. This issue is particularly salient in highly regulated and knowledge-intensive industries such as pharmaceuticals, where precision, accountability, and compliance with strict standards are essential. Consequently, organizations increasingly prioritize early career interventions such as structured internship programs to enhance work readiness before full labor market entry.

Internship Experience and Work Readiness

Internship experience represents a form of experiential learning that enables individuals to integrate theoretical knowledge with real-world professional practice. Empirical evidence supports a positive relationship between internship experience and work readiness, as individuals with richer and more structured internship exposure tend to demonstrate higher levels of competence, confidence, and adaptability (Putri et al., 2024; Halawa et al., 2025). Internship programs also facilitate socialization into professional norms, enhancing communication skills, teamwork, and ethical awareness, which are key dimensions of work readiness. Furthermore, labor market assessments, including reports by the World Economic Forum, highlight internship experience as an important indicator of employability frequently considered in recruitment decisions. Thus, internship experience serves not only as a learning mechanism but also as a credibility-building process that strengthens individuals' readiness to enter professional roles. Therefore, the following hypothesis is proposed:

- H1: Internship experience has a positive effect on work readiness among internship program participants at PT Bio Farma (Persero).

Locus of Control and Work Readiness

Locus of control, introduced by Rotter (Robbins & Judge, 2018:134-135) within social learning theory, refers to individuals' beliefs about whether outcomes are shaped by personal effort (internal locus of control) or external forces such as luck or fate (external locus of control). Individuals with an internal locus of control tend to view themselves as active agents in determining their success, which enhances motivation, persistence, and accountability. In career development, locus of control plays an important role in shaping proactive behavior, decision-making, and resilience when facing workplace challenges. Empirical evidence indicates that individuals with a stronger internal locus of control demonstrate higher career maturity, self-regulation, and readiness to meet professional demands (Sholikah & Muhyadi, 2021; Al-bahrani et al., 2021). This psychological factor is particularly relevant in early career contexts such as internship programs, where interns must adapt to uncertainty and high-performance expectations. Therefore, locus of control is expected to contribute significantly to interns' work readiness, especially in highly regulated industries such as pharmaceuticals. Accordingly, the following hypothesis is proposed: H2: Locus of control has a positive effect on work readiness among internship program participants at PT Bio Farma (Persero).

Joint Effects of Internship Experience and Locus of Control on Work Readiness

While internship experience provides external learning opportunities, locus of control represents an internal psychological resource that shapes how individuals interpret and benefit from these experiences. From a person–environment interaction perspective, work readiness can be understood as the combined outcome of contextual exposure and individual agency.

Internship programs offer structured skill development; however, their effectiveness depends on interns' active engagement and responsibility for learning. Individuals with an internal locus of control are more likely to maximize internship opportunities by seeking feedback, adapting to workplace demands, and persisting through challenges. Prior studies support this integrative perspective, suggesting that experiential learning and psychological factors jointly contribute to career readiness and employability outcomes (Billa et al., 2025; Liana et al., 2025). Therefore, the following hypothesis is proposed:

H3: Internship experience and locus of control simultaneously have a positive effect on work readiness.

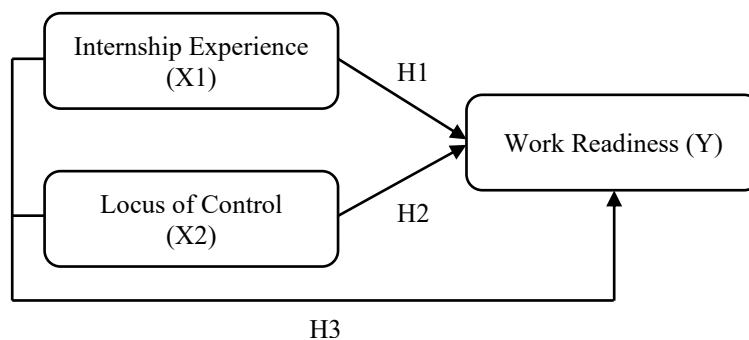


Figure 2. Research Paradigm

RESEARCH METHOD

Research Design

This study followed four main stages employing an explanatory quantitative design, applying census sampling, collecting data through a structured questionnaire, and analyzing the relationships among variables using multiple regression techniques. This study employed a

quantitative explanatory design to test the hypothesized relationships among the variables. Quantitative research focuses on the analysis of numerical data using statistical techniques (Hardani et al. 2020:242). Data were collected through a structured questionnaire using a semantic differential scale to obtain interval measurements (Faturrohman & Abdurahman, 2025). According to Sugiyono (2024:97), semantic differential scales assess attitudes on a bipolar continuum from highly positive to highly negative perceptions. The quality of the instrument was ensured through validity and reliability testing to produce accurate and consistent results. The collected data were analyzed using multiple linear regression. According to Sugiyono (2024:275), multiple regression analysis is applied when researchers intend to predict changes in a dependent variable based on two or more independent variables acting as predictors. Therefore, this technique was appropriate because this study involved two independent variables, namely internship experience and locus of control. The overall contribution of the model was assessed through the coefficient of determination (R^2). All statistical analyses were conducted using SPSS version 27.

Instrument Development and Measurement

The research instrument used in this study was a structured questionnaire designed to measure internship experience, locus of control, and work readiness among internship program participants at PT Bio Farma (Persero). The questionnaire items were developed by adapting relevant theories and findings from prior empirical studies to ensure conceptual consistency with the research variables. Each construct was operationalized through multiple indicators. Work readiness was measured using 9 indicators reflecting participants' preparedness to meet professional demands. Internship experience was assessed through 14 indicators capturing experiential learning and the extent to which participants applied theoretical knowledge in real workplace settings. Locus of control was also measured using 14 indicators representing individuals' beliefs regarding internal control, personal responsibility, and perceived influence over outcomes. All items were measured using a semantic differential scale, which allows respondents to express their perceptions along a continuum between two opposite descriptors. This scale was considered appropriate because it provides interval-level data and enables more nuanced measurement of attitudes, readiness, and psychological orientation in organizational research contexts. Therefore, the questionnaire instrument was suitable for capturing both experiential and psychological factors influencing work readiness.

Population and Research Context

The population of this study comprised all participants enrolled in the Internship Program at PT Bio Farma (Persero), Batch 2 of 2025, who met the predefined eligibility criteria. To ensure the relevance and homogeneity of respondents, the following inclusion criteria were applied:

1. Participants holding an undergraduate (Bachelor's degree) educational background (S1);
2. Participants who had completed a minimum internship duration of three months;
3. Participants officially registered as members of the Batch 2 Internship Program in 2025.

Given the relatively small and well-defined population, this study employed a census sampling technique, also known as total sampling, in which all members of the population who met the criteria were included as research respondents. Census sampling was chosen to eliminate sampling bias and to maximize the representativeness of the findings, particularly in organizational-level research where access to the entire population is feasible.

Sampling Technique and Sample Size

Based on the established criteria, the total number of eligible internship participants was 52 individuals, all of whom were included as respondents in this study. Therefore, the sample size

was equal to the population size ($N = 52$). The sample size was considered adequate for multiple regression analysis with two predictors, following general methodological recommendations for regression models (Ghozali, 2021). Although the sample size is relatively modest, it is considered adequate for multiple regression analysis, particularly when the model includes a limited number of independent variables and the data meet classical assumption requirements. Furthermore, the use of a census approach strengthens the internal validity of the study, as the findings reflect the actual conditions of the entire target population within the organizational context of PT Bio Farma (Persero). Census sampling was applied because the population was small and accessible (Sekaran et al. 2017).

Validity and Reliability Testing

Validity testing was conducted to determine the extent to which the research instrument accurately measured the intended constructs. According to Sugiyono (2024:121), an instrument is considered valid when it can measure what it is supposed to measure. In this study, item validity was assessed by comparing the calculated correlation coefficient (r_{count}) with the critical value in the correlation table (r_{table}). As stated by Sugiyono (2024:127), an item is considered valid when:

1. $r_{\text{count}} \geq r_{\text{table}}$, indicating that the questionnaire item is valid;
2. $r_{\text{count}} \leq r_{\text{table}}$, indicating that the questionnaire item is not valid.

Reliability testing was performed to ensure the consistency of the instrument. Sugiyono (2024:121) explains that a reliable instrument produces consistent results when used repeatedly to measure the same object. In this study, reliability was evaluated using the Cronbach's Alpha coefficient. Questionnaire items were considered reliable when the alpha value exceeded the minimum threshold of 0,70. Thus:

1. If $\alpha > 0.70$, the instrument is reliable;
2. If $\alpha \leq 0.70$, the instrument is not reliable.

These procedures ensured that the questionnaire items were both valid and reliable for further statistical analysis.

Classical Assumption Tests

The normality test was applied to examine whether the residuals were normally distributed. According to Ghozali (2021:161), residuals are considered normally distributed when the significance value of the Kolmogorov-Smirnov test is greater than 0.05. The multicollinearity test was conducted to identify potential correlations among independent variables. Following Sekaran et al. (2017:316) multicollinearity was assessed using tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity when tolerance values exceed 0.10 and VIF values are below 10. The heteroscedasticity test was performed using the Glejser method by regressing the absolute residual values on the independent variables. As stated by Ghozali (2021:138), heteroscedasticity is not present when all independent variables show significance values above 0.05.

Data Analysis Techniques

Data analysis in this study was conducted using multiple linear regression to examine the effects of internship experience and locus of control on work readiness. The partial influence of each independent variable was evaluated through the regression coefficients, which indicate the expected change in work readiness for a one-unit increase in each predictor. The simultaneous contribution of both variables was assessed using the coefficient of determination (R^2), which reflects the extent to which the regression model explains the variance in work readiness (Ghozali, 2021). A higher R^2 value indicates stronger explanatory power of the independent variables.

Hypothesis testing was performed using the t-test to assess partial effects and the F-test to evaluate the overall simultaneous effect of the independent variables on the dependent variable. The decision criteria were based on comparing the calculated t and F values with the critical values at a 5% significance level.

FINDINGS AND DISCUSSION

Respondent Demographics

Table 4. Respondent Demographics

| CHARACTERISTIC DEMOGRAPHY | CATEGORY | FREQUENCY (PEOPLE) | PERCENTAGE (%) |
|---------------------------|--------------------|--------------------|----------------|
| Gender | Male | 16 | 30.8% |
| | Female | 36 | 69.2% |
| Internship duration | 3 bulan | 22 | 42.3% |
| | > 3 bulan | 30 | 57.7% |
| Educational Background | Undergraduate (S1) | 52 | 100% |
| Internship Batch | Batch 2 | 52 | 100% |
| Total Respondents | | 52 | |

Table 4 shows that most respondents were female (69.2%), and the majority had internship durations longer than three months (57.7%). All participants were undergraduate (S1) interns from Batch 2 of 2025 at PT Bio Farma (Persero), ensuring a homogeneous respondent profile for regression analysis.

Descriptive Statistics

Table 5. Descriptive Statistics

| | Descriptive Statistics | | | | |
|-----------------------|------------------------|---------|---------|-------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Internship Experience | 52 | 39 | 69 | 57.50 | 6.279 |
| Locus of Control | 52 | 42 | 70 | 58.19 | 6.097 |
| Work Readiness | 52 | 27 | 45 | 38.15 | 4.021 |

Overall, respondents reported relatively high levels of internship experience and locus of control. The mean score of work readiness also indicates that most participants demonstrated a good level of preparedness for professional work demands.

Classical Assumption Test Result

The classical assumption tests indicate that the regression model meets the required statistical assumptions. The normality test produced a significance value of 0.053 (> 0.05), suggesting that the residuals were normally distributed. Multicollinearity was not detected, as the tolerance value was 0.307 (> 0.10) and the VIF value was 3.252 (< 10). Furthermore, the heteroscedasticity test showed significance values above 0.05 for internship experience (0.218) and locus of control (0.406), indicating the absence of heteroscedasticity. Therefore, multiple regression analysis could be appropriately applied.

Regression Test Results**Table 6.** Testing Internship Experience (X1) Variables on Work Readiness (Y)

| | | Coefficients ^a | | | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.338 | 3.121 | | 1.710 | 0.094 |
| | X1 | 0.184 | 0.091 | 0.288 | 2.022 | 0.049 |
| | X2 | 0.382 | 0.094 | 0.579 | 4.072 | 0.000 |

a. Dependent Variable: Y

The t-test results show that internship experience has a statistically significant positive effect on work readiness among internship program participants at PT Bio Farma (Persero) ($p < 0.05$). This finding supports H1, indicating that greater internship experience contributes to higher levels of readiness to meet professional workplace demands.

Table 7. Testing of Locus of Control (X2) Variables on Work Readiness (Y)

| | | Coefficients ^a | | | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 5.338 | 3.121 | | 1.710 | 0.094 |
| | X1 | 0.184 | 0.091 | 0.288 | 2.022 | 0.049 |
| | X2 | 0.382 | 0.094 | 0.579 | 4.072 | 0.000 |

a. Dependent Variable: Y

The t-test results indicate that locus of control has a statistically significant positive effect on work readiness among internship program participants at PT Bio Farma (Persero) ($p < 0.05$). This finding supports H2, suggesting that individuals with a stronger internal locus of control tend to demonstrate higher readiness to perform effectively in professional work environments.

$$Y = 5,338 + 0,184 X1 + 0,382 X2$$

The regression results indicate that both internship experience and locus of control contribute positively to interns' work readiness. The constant suggests a baseline level of work readiness when the predictors are not considered. Internship experience shows a positive association with work readiness, implying that greater workplace exposure and practical learning enhance interns' preparedness for professional demands. Likewise, locus of control also demonstrates a positive effect, indicating that individuals who perceive outcomes as influenced by their own effort and competence tend to exhibit higher readiness to perform effectively in the workplace. Overall, these findings highlight that experiential learning and internal psychological resources jointly strengthen work readiness among internship participants.

Table 8. Testing Internship Experience (X1) and Locus of Control (X2) Variables on Work Readiness (Y)

| ANOVA ^a | | | | | |
|--------------------|----------------|----|-------------|--------|-------------------|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | | | | | |
| Regression | 573.409 | 2 | 286.705 | 55.890 | .000 ^b |
| Residual | 251.360 | 49 | 5.130 | | |
| Total | 824.769 | 51 | | | |

a. Dependent Variable: Y
b. Predictors: (Constant), X2, X1

The F-test results demonstrate that internship experience and locus of control simultaneously have a statistically significant effect on work readiness among internship program participants at PT Bio Farma (Persero) ($p < 0.05$). This finding supports H3, indicating that both experiential learning and internal psychological factors jointly contribute to enhancing interns' readiness to meet professional workplace demands.

Table 9. Model Summary

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R-Square | Std. Error of the Estimate |
| 1 | .834 ^a | 0.695 | 0.683 | 2.265 |

a. Predictors: (Constant), X2, X1

The regression results indicate that internship experience and locus of control both have positive effects on work readiness. The model explains 69.5% of the variance in work readiness ($R^2 = 0.695$), suggesting that these two predictors provide a substantial contribution to interns' preparedness for professional work. The remaining 30.5% may be influenced by other factors not included in this study.

Discussion

The findings indicate that both internship experience and locus of control play important roles in enhancing work readiness among internship program participants at PT Bio Farma (Persero). Consistent with [Billa et al. \(2025\)](#), internship programs serve as practice-based learning opportunities that enable interns to apply theoretical knowledge in real workplace contexts. Through such experiences, interns develop not only technical competence but also essential soft skills, including communication, teamwork, and professional ethics, which support their adaptation to organizational culture and performance standards. This aligns with prior empirical evidence showing that internship experience has a positive and significant effect on work readiness ([Putri et al., 2024](#); [Halawa et al., 2025](#)). Importantly, locus of control demonstrated a stronger effect on work readiness compared to internship experience, suggesting that internal psychological resources may be more influential in shaping interns' preparedness for professional demands. In highly regulated industries such as pharmaceuticals, interns are required to demonstrate responsibility, discipline, and precision, which depend not only on external learning exposure but also on personal agency and confidence. Supporting [Robbins and Judge \(2018:134-135\)](#), individuals with an internal locus of control tend to be more proactive, achievement-oriented, and resilient in facing workplace

challenges. Therefore, interns who believe that outcomes are determined by their own effort and competence may be better able to maximize internship opportunities and adapt effectively to professional expectations. Practically, these findings highlight that organizations should not only provide structured internship experiences with meaningful tasks, supervision, and evaluation, but also foster interns' internal locus of control through mentoring, feedback, and development initiatives. Such an integrated approach can strengthen work readiness and better prepare internship participants for successful transitions into professional careers.

Locus of Control and Work Readiness

The significant positive effect of locus of control on work readiness highlights the importance of internal psychological resources in shaping interns' preparedness for professional roles. This finding aligns with social learning and social cognitive perspectives, which emphasize that individuals' beliefs about personal control over outcomes influence motivation, persistence, and adaptive workplace behavior. Interns with a stronger internal locus of control are more likely to take responsibility for learning, seek feedback proactively, and remain resilient when facing work-related challenges behaviors that directly enhance work readiness. Moreover, the stronger coefficient of locus of control compared to internship experience suggests that readiness in highly regulated industries such as pharmaceuticals may depend not only on external exposure but also on self-discipline, accountability, and confidence in one's competence. This result is consistent with prior studies indicating that individuals with internal control orientations demonstrate higher career maturity and preparedness for workplace demands (Sholikah & Muhyadi, 2021; Al-Bahrani et al., 2021). Therefore, locus of control can be understood as a key psychological determinant that strengthens interns' ability to perform effectively in professional environments.

Joint Effects of Internship Experience and Locus of Control

The finding that internship experience and locus of control jointly influence work readiness supports an integrative view of employability, where contextual learning opportunities and individual agency interact to shape career outcomes. Internship programs provide structured experiential learning and opportunities to apply theoretical knowledge in practice. However, the extent to which such experiences translate into readiness depends on interns' psychological orientation toward personal responsibility and control over learning outcomes. Interns with a stronger internal locus of control may maximize workplace exposure by engaging more actively with tasks, reflecting on feedback, and adapting to organizational expectations. This person-environment interaction perspective reinforces contemporary employability frameworks, suggesting that experiential and psychological factors should be considered simultaneously rather than in isolation. By demonstrating the combined contribution of internship experience and locus of control within a regulated pharmaceutical industry context, this study extends prior work readiness research and provides evidence for designing internship programs that develop both professional competence and internal psychological readiness.

CONCLUSIONS

This study examined the effects of internship experience and locus of control on work readiness among Internship Program participants at PT Bio Farma (Persero). The findings provide clear empirical support for all proposed hypotheses. Specifically, the results support H1, confirming that internship experience has a significant positive effect on interns' work readiness by enabling the application of academic knowledge, the development of professional competencies, and adaptation to organizational norms. The findings also support H2, indicating that locus of control positively influences work readiness, as interns with stronger internal control orientations tend to

demonstrate greater responsibility, adaptability, and proactive learning behavior. Furthermore, H3 is supported, showing that internship experience and locus of control jointly contribute to work readiness, highlighting the combined role of experiential learning opportunities and internal personal agency. Theoretically, this study extends work readiness and employability literature by integrating experiential and psychological factors within a single explanatory model in the context of a highly regulated pharmaceutical industry internship program. This contribution emphasizes that work readiness is shaped not only by workplace exposure but also by individuals' beliefs in their ability to influence outcomes. Practically, the findings suggest that organizations should design structured internship programs that provide meaningful work tasks, supervision, and mentoring while also fostering interns' internal locus of control through feedback, reflection, and developmental support. Such initiatives can strengthen interns' readiness for professional careers and facilitate smoother school-to-work transitions. Despite these contributions, this study is limited by its organizationally specific and relatively small sample. Future research is encouraged to adopt longitudinal and multi-industry designs and to incorporate additional psychological and contextual variables, such as self-efficacy, career adaptability, and organizational support, to further enrich understanding of work readiness development.

LIMITATION & FURTHER RESEARCH

This study has several limitations. The relatively small sample size and focus on a single organization and industry may restrict the generalizability of the findings to other contexts. Future research is encouraged to employ longitudinal designs to capture changes in work readiness over time and to involve larger and more diverse samples across different industries. Additionally, incorporating other relevant variables such as self-efficacy, career adaptability, or organizational support may provide a more comprehensive understanding of the factors influencing work readiness.

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