

The Influence of Transformational Leadership Style, Job Characteristics and Locus of Control on Employee Performance Mediated by Human Resource Development at the Sub-District Government in Sibolga City

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Abstract

This study supposed to determine the effect of transformational leadership style, job characteristics and locus of control on employee performance at the sub-district government in Sibolga City. This research uses a quantitative approach. The population and sample in this study were 160 employees. The data analysis technique uses a structural model with PLS, starting by looking at the R-Squares value for each endogenous latent variable as the predictive power of the structural model. The results of this study indicate Transformational Leadership Style has a positive and significant effect on the Performance of State Civil Apparatus Employees in the Sibolga City District Government. Job Characteristics have a positive and significant effect on the Performance of State Civil Apparatus Employees in the Sibolga City District Government. Locus of Control has a positive and significant effect on the Performance of State Civil Apparatus Employees in the Sibolga City District Government. Transformational Leadership Style has a positive and significant effect on human resource development of the State Civil Apparatus in the Sibolga City District Government. Job Characteristics have a positive and significant effect on the development of human resources of the State Civil Apparatus in the Sibolga City District Government. Locus of Control has a positive and significant effect on the development of human resources of the State Civil Apparatus in the Sibolga City District Government. Human Resource Development mediates the effect of Transformational Leadership Style on the Performance of State Civil Apparatus Employees in Sibolga City Sub-district Government. Human Resource Development mediates the effect of job characteristics on the Performance of State Civil Apparatus Employees in the Sibolga City Sub-district Government. Human Resource Development mediates the influence of Locus of Control (on the Performance of State Civil Apparatus Employees in the Sibolga City Sub-District Government.

Keywords: *Transformational, leadership, job characteristic, locus of control, performance.*

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1. INTRODUCTION

The success of an agency in achieving its goals is not only determined by the complete structure of the agency, but also influenced by the leadership. Leadership style can predict organizational performance, this is one of the most important aspects that can affect the development of employee performance in an organization. Transformational leadership can be defined as a leadership style in which a leader is able to work with a team to identify necessary changes, create a vision to guide change through inspiration, and implement change together with other group members.

Leadership style will show directly about a leader's belief in the ability of his subordinates. This means that leadership style is behavior and strategy, as a result of a combination of philosophies, skills, traits, attitudes, which are often applied from a leader when he tries to influence the performance of his subordinates.

Improving the performance of State Civil Apparatus employees in sub-districts and villages is also closely related to orderly administration. Administrative management at all levels of the organization including sub-district government organizations is an indispensable demand, because with the formation of orderly administration in the fields of government, development and society in other words that a government activity at the sub-district to sub-district level will succeed well if it is supported by an orderly and orderly administrative system.

Improving employee performance in the sub-district government in Sibolga City must focus on the leadership style possessed by the sub-district head himself. The role of leadership is very important because a leader is a key figure who is always expected to be able to carry out leadership well and is expected to have the requirements of a leader. A leader must be able to supervise, provide motivation, be able to build good relationships with his followers, and be able to carry out decision making in a democratic manner.

Human resource development in organizations is a necessity due to the demands of environmental dynamics, technological developments and ongoing business competition. Human resource development cannot be separated from overall organizational development. According to (Amstrong & Taylor, 2014) argue that human resource development plans and provides raw materials by accepting employees and basic training, and changes them by means of development programs according to the current needs of the organization in the future.

Other phenomena such as the discovery that population administration services have not been optimized on time so that it slowly reduces the level of public trust in the ability and performance of government officials, especially employees in Sibolga Sambas and Sibolga Kota Sub-districts. Employee relations within the sub-district and area appear less harmonious, forming a work environment that is not conducive.

The declining performance of the State Civil Apparatus is also influenced by the lack of coordination from the sub-district head to the various regional organizational structures for empowerment and service to the community. Excessive workload can include working hours, the number of individuals to be served (dense classes for example), responsibilities to be shouldered, routine and non-routine work, and other administrative work that exceeds individual capacity and ability. Workload will make an employee able to show initiative and effort in completing work, thus these work characteristics will affect three important psychological states for ASN employees in sub-districts and villages, namely experiencing the meaning of work, taking responsibility for work results, and knowledge of work results.

This psychological condition will affect the employee's internal locus of control, performance quality, job satisfaction and skill development. An employee's job characteristics are clearly visible from the design of an employee's job. The job

determines how the work is done therefore greatly influences the employee's feelings towards a job, how much decision making the employee makes on his job, and how many tasks the employee must complete To improve employee performance in the sub-district government in Sibolga City must focus on the leadership style possessed by the sub-district head himself. The role of leadership is very important because a leader is a key figure who is always expected to be able to carry out leadership well and is expected to have the requirements of a leader. A leader must be able to supervise, provide motivation, be able to build good relationships with his followers, and be able to carry out decision making in a democratic manner. Transformational leadership is the antithesis of leadership models that seek to maintain the transfer of power, so transformational leadership can be defined as leadership that includes organizational change efforts.

In addition to the Transformational Leadership style that a leader must have, the author sees the need for supporting factors such as locus of control that a sub-district head must have in carrying out his main duties and functions. According to (Robbins & Judge, 2017) define locus of control as the highest level of belief where individuals believe that they are the determinants of their own destiny and future, where this will be an effort to encourage individuals to take responsibility, gain confidence and skills in carrying out work.

This phenomenon needs to be explored further and is expected to contribute to the literature for improving the performance of State Civil Apparatus employees in the Sibolga City sub-district government.

2. LITERATURE REVIEW

2.1 Transformational Leadership Style

The transformational leadership style is a leader who inspires and inspire (transform) his followers for extraordinary things according to Robbins in (Edison et al., 2016). With transformational leadership, followers feel trust, admiration, loyalty and respect for the leader, and they are motivated to do more than what is expected of them. motivated to do more than what is expected of the according to (Edison et al., 2016). According to Robbins in (Agung Awaluddin, 2017) transformational leaders pay attention to the matters and development needs of each follower, transformational leaders change followers' awareness of problems by helping them look at old problems in new ways, and they are able to excite, arouse, and inspire followers to expend extra effort to achieve group goals. Transformational leadership style is a type of leader who inspires his followers to put aside their personal interests and has extraordinary influencing abilities (Indra Kharis, 2015). Transformational leadership inspires their followers not only to believe in themselves personally, but also to believe in their own potential to imagine and create a better future for the organization. Transformational leaders spark great change, both within themselves and their organizations (Edison et al., 2016)

2.2 Job Characteristic

According to (Mutiaras Panggabean, 2004) job characteristics are related to how employees assess the tasks in their jobs. Job characteristics will affect the behavior of an employee, namely the employee will feel the meaningfulness of the aspects of the work he faces, then the employee will feel responsible for the results of a job and apply the knowledge he has gained and improve the quality of employees who will then get the final result, namely quality performance. Different job characteristics require different requirements. Differences in the characteristics inherent in the job will require the right types of jobs in accordance with existing job specifications. Herzberg, Mausner, and Snyderman (1959) put job characteristics into two categories. According to this theory, there are two factors that affect a person's working conditions, namely the motivation factor, also called satisfier or intrinsic motivation, and the health factor (hygiene), also

called dissatisfier or extrinsic motivation. Herzberg's theory sees two factors that encourage employees to be motivated, including intrinsic factors, namely the driving force that arises from within each person, and extrinsic factors, namely the driving force that comes from outside a person, especially from the organization where he works. There are three main steps to follow to implement the Hackman and Oldham model. Since the model attempts to increase employee motivation and satisfaction, the first step is to diagnose the work environment to determine if problems exist. Hackman and Oldham developed an instrument for each employee to self-report for use by managers.

2.3 Locus Of Control

According to the opinion (Rotter, 1966) explaining that locus of control is the degree to which a person expects that the reinforcement or results of their behavior depend on their own judgment or personal characteristics. According to (Gibson, James L et al., 1995) says that locus of control is a personality characteristic that describes people who think that control of their lives comes from within themselves as internalizers. People who believe that their lives are controlled by external factors are called: externalizers. (Stephen P. Robbins, 2013) explains that locus of control is the degree to which individuals believe that they are the determinants of their own destiny. locus of control refers to the degree to which individuals view events in their lives as a consequence of their actions, thus controllable (internal control), or as something unrelated to their behavior so that it is beyond their personal control (external control). (Duffy & Atwater, 2005) suggests the definition of locus of control is the source of beliefs held by individuals in controlling events that occur either from themselves or from outside themselves (Patricia Dkk, 2009). Regarding the source of the causes of the events experienced in his life. Regarding the source of the causes of the events experienced in his life. A person can also have the belief that he is able to manage his life, or it is other people who manage his life, he can also believe that the factors of fate, luck, or opportunity have a major influence on his life.

2.4 Employee Performance

The strength of state-owned enterprises cannot be separated from the good working performance of employees (Basril, 2022). Many assumptions that employees who work for state-owned enterprises have no diligence. When the employee's status is still non-permanent employee, the employee will show their best performance but their performance will be not so good when they are permanent employee (Mahfud, 2023). This working attitudes not only gives bad effect to the state-owned enterprises but also the employees themselves (Titisari, 2021). While the management expects that their working performance will get better and from time to time. In addition, the good collaboration and communication give impact to the working performance of the employee (Muslih, 2022). Employees will behave well in carrying out their duties and functions so that the company does not experience many losses (Ahoto, 2022). Because there is compensation term for any behavior and actions taken by the employee which cause their working performance not optimal when it is not caused by them personally (Hayati, 2023). Companies with long bureaucratic lines will also affect the quality and quantity of employee work (Le, 2023). Finally, maximum working performance of employee can be measured when employees are asked to work overtime and they carry it out with high working performance, they can work as solid team and in good communication (Jangda, 2023).

2.5 Human Resource Development

Human Resource development is an effort to improve the technical capabilities both theoretically and conceptually as well as employee morale as needed through training aimed at carrying out work (Hasibuan, 2000), Human Resource development comes from the problems faced by employees and is a systematic and organized long-term education

to achieve general goals. Human Resource development tends to involve the anticipation of an ability and expertise that is prepared to occupy a certain position in the future. Human resource development is related to the availability of opportunities and skill development, creating training programs that include planning, organizing, and evaluating these programs (Amstrong & Taylor, 2014). In addition, according to (Anwar Prabu Mangkunegara, 2017) Development is an activity that helps to plan activities to maximize self-development. The results of (Melvin Grady Lolowang, 2016) explain that human resource development partially has a positive and significant effect on employee performance at PT Berlian Kharisma Pasifik Manado. Human resource development is the variable that has the lowest effect on employee performance.

3. Methodology

This is quantitative research. Primary data is obtained from questionnaires which are compiled based on indicators of each variable Transformational Leadership Style , job characteristic, locus of control, employee performance and human resource development. The target population and sample of this study were 166 employees of sub district Sibolga City. Data analysis uses Structure Equation Model (SEM) based on Partial Least Square (PLS). According to (Sholihin & Ratmono, 2013) SEM-PLS can work efficiently for small samples and complex models. In addition, the assumption of data distribution in SEM-PLS is relatively looser than that of CB-SEM. SEM-PLS is a nonparametric approach; can work well even for data that is not normally distributed in an extreme way. Furthermore, the Partial Least Square (PLS) method is carried out in this study which consists of 1) The first stage is to test the measurement model (Outer Model), which is to test the construct validity and reliability of each indicator. 2) The second stage is to test the structural model (Inner Model) which aims to determine whether or not there is an effect between variables correlation between the constructs measured in this study.

4. Results and Discussion

Research Result

Object of Research

To obtain primary data, the author conducted interviews and distributed questionnaires from 4 sub-districts in Sibolga City.

Table 1. Total ASN

No.	Sub District	Total ASN	Sample	Retur Questionnaire
1.	Sibolga Sambas	36 people	36 people	36
2.	Sibolga Selatan	44 people	44 people	44
3.	Sibolga Utara	35 people	35 people	35
4.	Sibolga Kota	45 people	45 people	45

Based on the results of the questionnaire that has been distributed, the demographic data of the respondents is obtained, which will be presented in the following table:

Table 2. Characteristic of Gender

Gender	Total	Percentage
Male	81	50,6 %
Female	79	49,4%

Totalv	160	100,0 %
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Based on the table above, it can be seen that the majority of samples in this study were male as many as 81 or 50.6% and samples with female gender as many as 70 people or 49.4%.

Measurement Model Analysis (Outer Model) Convergent Validity Test

Table 3. Convergent Validity Test Results

	Transformational L (X1)	Job Characteristic (X2)	Locus of control (X3)	Performance (Y)	HRD (Y2)
X1_1	0,907				
X1_3	0,864				
X1_4	0,888				
X1_5	0,869				
X1_6	0,874				
X1_7	0,873				
X1_8	0,871				
X1_9	0,835				
X2_1		0,864			
X2_2		0,868			
X2_3		0,845			
X2_4		0,860			
X2_5		0,874			
X2_6		0,844			
X2_7		0,833			
X2_8		0,872			
X2_9		0,818			
X3.1			0,765		
X3.2			0,877		
X3.3			0,869		
X3.4			0,889		
X3.5			0,983		
X3.6			0,992		
Y1.1				0,856	
Y1.2				0,858	
Y1.3				0,837	
Y1.4				0,854	

Y1.5				0,840	
Y1.6				0,851	
Y2.1					0.850
Y2.2					0.885
Y2.3					0.847
Y2.4					0.776
Y2.5					0.879
Y2.6					0,907

Based on the picture above, all indicators in the model are more than 0.7 So it can be concluded that it is reliable for the research variable measurement. Then it can be used in the next analysis.

Construct Reliability Test

The results of data processing show that:

Table 4. Construct Reliability

Variable	Average	Composite Reliability
Transformatioal Leader Style (X1)	0.753	0.979
Job Characteristic (X2)	0.731	0.976
Locus Of Control (X3)	0.704	0.973
Performance Employee (Y1)	0.696	0.972
Human resource Depeloment (Y2)	0.730	0.974

Based on Table 3, it is indicated that the average value is more than 0.5. Then the composite reliability value is more than 0.7 So it can be concluded that the indicators on this the study are able to measure well.

Measurement Model Analysis (Inner Model)Coefficient of Determination (R2)

Table 5. R-Square

Variable	R Square	R Square Adjusted
Human resource Depeloment (Y2)	0.500	0.488
Employee Performance (Y1)	0,771	0,764

Based on data in table 4, it is known that the adjusted R square value for the human resource depeloment variable is 0.500 or 50.0%, while the remaining 50.0% is influenced by other variables that are not studied in this study, while the adjusted R square value for employee performance variables is 0.771 or 77.1% while the remaining 22.9% is influenced by other variables which are not included in this study.

ffect Size (F2)

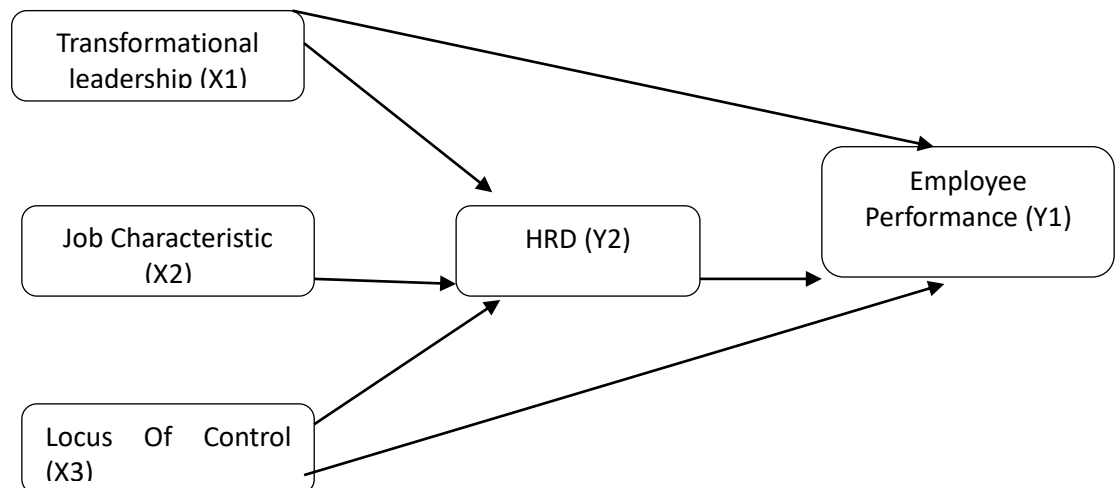
Effect Size (F2) is to determine the model, and also to find out whether the predictor variable has weak influence, sufficient or strong influenceat the structural level.

Hypothesis Test

Table 6. Hypothesis Test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
X1 -> Y1	0,206	0,203	0,070	2,942	0,003	Significant
X2-> Y1	0,260	0,255	0,068	3,822	0,000	Significant
X3 -> Y1	0,383	0,393	0,136	2,816	0,005	Significant
X1 -> Y2	0,324	0,321	0,077	4,204	0,000	Significant
X2-> Y2	0,290	0,291	0,072	4,016	0,000	Significant
X3 -> Y2	0,320	0,317	0,073	4,377	0,000	Significant
X1 -> Y2 -> Y1	0,124	0,127	0,058	2,155	0,032	Significant
X2-> Y2 -> Y1	0,111	0,115	0,035	0,222	0,051	Significant
X3 -> Y2 -> Y1	0,123	0,126	0,035	0,235	0,012	Significant

Source: Smart PLS Processing Results (2023)



Picture 1. Research Results

H1: The Influence of Transformational Leadership Style on Performance Employee

The significance value of the variable (X1) Transformational leadership style on the variable (Y1) Performance is 0.003 less than 0.05. This means that it directly and significantly affects directly. Sub-district heads who have the behavior of leaders who understand, appreciate and inspire and motivate their followers to prioritize the interests of the organization in the sub-district in an effort to increase morale, tufoksi in accordance with procedures and have more effective changes.

H2: The Influence of Job Characteristic on Performance employee

The significance value of the variable (X2) Job Characteristics on the variable (Y1) Performance is 0.000 less than 0.05. The concept of job characteristics was first proposed by Hackman and (Oldham in 1980, they explained that job characteristics are an approach in designing a job that can run effectively for individuals using a contingency approach, Kreitner and Kinicki (2007). J.R. Hackman in Muhammad (2017), found that the end

result of the process of applying dimensions in job characteristics results in high quality work performance.

H3: The Influence of Locus of control on Performance Employee

The significance value of the variable (X3) Locus of Control on the variable (Y1) Performance is 0.000 smaller than 0.05, it is explained that there is a positive influence between Locus of control on the performance of State Civil Apparatus employees. Locus of control is a personality dimension that explains that individuals are based on certain conditions such as internal factors and external factors in individuals.

H4: The Influence of Transformational Leadership Style on Human resource Development

The significance value of the variable (X1) Transformational Leadership Style (Y2) Human resource Development is 0.000 smaller than 0.05, it is explained that there is a positive influence between Transformational Leadership Style on the human resource development of Civil Apparatus employees.

H5: The Influence of Job Characteristic of control on Human resource Development

The significance value of the variable (X2) Job Characteristic (Y2) Human resource Development is 0.000 smaller than 0.05, it is explained that there is a positive influence between Job Characteristic on the human resource development of Civil Apparatus employees.

H6: The Influence of Locus of control on Human resource Development

The significance value of the variable (X3) Locus of Control (Y2) Human resource Development is 0.000 smaller than 0.05, it is explained that there is a positive influence between Locus of control on the human resource development of Civil Apparatus employees.

H7: HRD (Y2) mediated by Transformational Leadership Style (X1) on Performance (Y)

The significance value of the variable Human resource development (Y2) mediated by Transformational Leadership Style (X1) on Performance (Y) is 0.032 smaller than 0.05, it is explained that there is a positive influence between Transformational Leadership Style on the performance employee mediated by Human resource development.

H8: HRD (Y2) mediated by job Characteristic (X2) on Performance (Y)

The significance value of the variable Human resource development (Y2) mediated by job characteristic (X2) on Performance (Y) is 0.051 smaller than 0.05, it is explained that there is a positive influence between job characteristic on the performance employee mediated by Human resource development.

H9: HRD (Y2) mediated by locus of control (X3) on Performance (Y)

The significance value of the variable Human resource development (Y2) mediated by locus of control (X) on Performance (Y) is 0.012 smaller than 0.05, it is explained that there is a positive influence between locus of control on the performance employee mediated by Human resource development.

Discussion and Implications of Research Results

Implication of this research is improving the performance of ASN employees, following developments, about the leadership paradigm, besides that leaders must provide capacity building in increasing work productivity as a transformational performance task mechanism. Leaders instill moral and ethical values at work and in providing excellent service to the community and pay attention, nurture all forms of talent possessed by employees in terms of developing innovation in the Sibolga city sub-district government.

Human Resource development (development personnel) is basically an integrated activity carried out by management in order to increase the added value of employees to increase organizational productivity and at the same time in order to prepare employees to carry out tasks at a higher level. This research is supported by (Priyatmo, 2018) The results showed that transformational leadership affect the performance of employees positively either directly or indirectly with mediation of job satisfaction, and according to the journal (DAULAY, 2017) Transformational leadership affects significant effect on employee performance variables of the investment office and one-stop integrated licensing services one-door integrated licensing service .

In job characteristics, it can be seen that employees who value meaning and responsibility and know the results for job enrichment to provide core job characteristics will provide positive work results (performance). Hackman & Oldham (in Schultz & Schultz, 1994) also stated that job characteristics have five aspects, namely skill variety, task identity, task significance, autonomy, and feedback. This research is supported by research conducted by (Kurniawan, 2022) in her research which states that job characteristics have a positive and significant effect on the performance of PNS at the Makassar Education Office. Journal of (Dewi et al., 2020) saw job characteristics and work environment of the employee performance has positive effect. Job characteristics are the basis for organizational productivity and employee job satisfaction which play an important role in the success and survival of organizations in the sub-district government in Sibolga City. In conditions in accordance with government regulations that increasingly demand to further improve performance, a well-designed job will be able to attract and retain labor and provide motivation to produce quality products and services.

The concept of locus of control is based on social learning theory. Locus of control is a person's perception of something that happens or the forces that drive his action. Indicators of locus of control include (L, 2014): Achievement of results, Luck, Success, Personal responsibility, Intervention of others, and Anticipation of problems. Factors that influence locus of control on performance are work motivation of State Civil Apparatus employees and job satisfaction. This research is supported by research conducted (Wardhana, 2021) The results of this study indicate that the Locus of control has a positive and significant effect on employee performance, the Locus of control has a significant negative effect on job satisfaction, job satisfaction has a positive and significant effect on employee performance, the Locus of control has a positive and significant effect on employee performance through job satisfaction .

5. Conclusion

Based on the discussion above, the following conclusions can be drawn: Transformational Leadership Style has a positive and significant effect on the Performance of State Civil Apparatus Employees in the Sibolga City District Government. Job Characteristics have a positive and significant effect on the Performance of State Civil Apparatus Employees in the Sibolga City District Government Locus of Control has a positive and significant effect on the Performance of State Civil Apparatus Employees in the Sibolga City District Government.

Transformational Leadership Style has a positive and significant effect on human resource development of the State Civil Apparatus in the Sibolga City District Government. Job Characteristics have a positive and significant effect on the development of human resources of the State Civil Apparatus in the Sibolga City District Government. Locus of Control has a positive and significant effect on the development of human resources of the State Civil Apparatus in the Sibolga City District Government.

Human Resource Development mediates the effect of Transformational Leadership Style on the Performance of State Civil Apparatus Employees in Sibolga City Sub-district Government. Human Resource Development mediates the effect of job characteristics on the Performance of State Civil Apparatus Employees in the Sibolga City Sub-district Government. Human Resource Development mediates the influence of Locus of Control (on the Performance of State Civil Apparatus Employees in the Sibolga City Sub-District Government).

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