The Effect of Competence, Individual Characteristics and Locus Of Control On Employee Performance At The Secretariat Of Pariaman City DPRD

Rofika[1], Febsri Susanti[2]
[1,2] Sekolah Tinggi Ilmu Ekonomi "KBP"
Corresponding email: febsrisusanti@akbpstie.ac.id

Abstract

This study aims to determine the influence of competence, individual characteristics and the lacus of control partially and simultaneously on employee performance at the Pariaman City DPRD secretariat. Samples were selected using the total sampling method. The sample in this study was 40 employees of the Pariaman City DPRD Secretariat. Data collection techniques using questionnaires, while data analysis methods use validity and reliability tests, classical assumptions, multiple linear regression analysis and statistical tests (t test, F test and coefficient of determination). The results showed that the competency variables affected employee performance at the Pariaman City DPRD secretariat, with a calculated value of 3.739 > ttable 2.021 at a significant level of 0.001 < 0.05. So it can be concluded that H1 was accepted, the results of the study showed that individual characteristic variables affect the performance of employees at the Pariaman City DPRD secretariat, with a calculated value of 3.577 > ttable 2.021 at a significant level of 0.001 < 0.05.

I. Introduction

Employee performance is one of the most dominant factors in the process of achieving organizational goals, one of the successes to achieve a government program so that it can be achieved properly if employees optimally contribute significantly. To achieve the created program, quality, adequate, potential, loyal human resources are needed to the organization both individually and in groups.

Indicators of the success of the organization in the achievement of goals can be seen from the measurement of performance, both individual performance and organizational performance. As one of the government agencies engaged in community services, the task of the Secretariat of the Regional People's Representative Council (DPRD) of Pariaman City is to organize secretarial administration (filing of correspondence documents, minutes of meetings or sessions (minutes) and other supporting data), financial administration, supporting the implementation of the duties and functions of the DPRD and providing infrastructure and coordinating the experts needed by the DPRD in carry out his duties. For this reason, good employee performance is needed as a bridge between the Pariaman City Secretariat (DPRD) and council members and the public. As an institution whose position is between the legislative and executive institutions, in the era of decentralization (the era of regional autonomy) the position of the secretary of the council has an important role and requires excellent readiness, preparedness in bridging the two institutions.

Meanwhile, other phenomena and problems that occur in the Pariaman City DPRD Secretariat based on the author's initial observations are that many employees are not responsible for their work and office regulations, such as taking undisciplined actions, the absence of strict sanctions from the leadership to undisciplined employees, the quality of the work of the employees of the Pariaman City DPRD Secretariat which is considered to be still lacking, the working atmosphere is a problem that can interfere with the quality of work, while the technical guidance carried out has not been able to improve the problem of employee work quality, employee job placement has not been adjusted to the employee's educational background, employee initiative is still lacking in completing their work quickly and precisely, the leadership is also lacking in providing direction to employees which also results in a lack of employee communication with the leadership, The existing teamwork cannot be said to be good, because there are still many employees who feel when they are busy in preparing for an event such as meetings and so on, but other employees do not help so that the implementation of work is less effective and efficient which in the end will result in suboptimal performance.

Contrary to this condition, it is considered necessary to strengthen the secretarial institution of the DPRD so that it is professional and proportionate so that it is able to provide support for the implementation of the duties and authorities of the Board members in carrying out their roles and functions. For this reason, it is necessary to improve the performance of employees at the Pariaman City DPRD Secretariat which is better and must be responsive and able to become facilitators and community liaisons who want to convey their aspirations /opinions and dissatisfaction directly to council members.

To improve employee performance optimally, one of the competencies that must be considered is the problem of competence, because in general to achieve optimal

performance, employees who have adequate competence are needed in carrying out the duties and responsibilities assigned to them.

Based on the phenomena and problems that have been described above about the low performance and job satisfaction of employees of the Pariaman City DPRD Secretariat, it is necessary to conduct a scientific study so that the author is interested in conducting research on **"The Influence of Competence, Individual Characteristics and** *Locus Of Control* **on Employee Performance at the Secretariat of the Pariaman City DPRD."**

Human Resource Management Concept

According to Sedarmayanti (2014), states that "human resource management (MSDM) is the design of a formal system in an organization to ensure the effective and efficient use of human talents in order to achieve organizational goals.

Performance

Performance is a general term used for part or all of the actions or activities of an organization in a period with reference to a number of standards such as past or projected costs, on the basis of efficiency, accountability or accountability of such management. According to Mulyadi (2012), performance is the periodic determination of the operational effectiveness of an organization, some organizations and their employees based on predetermined goals, standards and criteria

According to Bangun (2013) a job can be measured using the following indicators:
1. Number of jobs
2. Quality of work
3. Timeliness
4. Presence
5. Cooperation ability

Competence

In order to improve the performance of an organization, it is very necessary to support competencies. Competence is an aspect of ability, skill, attitude, value or personal characteristics that allows workers to achieve success in completing tasks (Noe, 2012).

Basically, there are many indicators that affect the competence of employees of an enterprise, competency indicators according to Ruky in Fadillah, et al (2017), namely:
1. Personal characters *(traits)*
2. *Self-concept*
3. Knowledge
4. Skills
5. Work motivation *(motives)*

Individual Characteristics

The behavior of individuals in management science must be known and understood by the leaders of an organization. where each of these individuals certainly has individual characteristics that are towards the behavior of the individual. Gibson (2010), revealed that individual characteristics consist of the abilities and skills, experiences, background and demographics of the individual concerned

According to Jakfar (2010) mentioned that there are several indicators in measuring individual characteristics, namely:
1. *Ability*
2. Value
3. Attitude
4. *Interest*
5. Skill
6. Personality

Locus of control

The concept *of the locus of control* was first put forward by Rotter in 2013, a social learning theorist. Rotter published his article in 2014 in *the Psychological Monographs* which stated that *the Locus of control* is one of the variables of personality (*personnelility*), which is defined as an individual's belief in whether or not to control one's own *destiny*. The concept of *the locus of control* used by Rotter has four basic concepts, namely: behavioral potential, expectations, value of reinforcing elements and psychological atmosphere (Istijanto, 2010).

Indicators for measuring *the locus of control variables* according to Sanjiwani and Wisadha (2016), are as follows :
1. Ability
2. Interest
3. Effort
4. Fate
5. Socio-economic
6. Influence of others

II.   Material and Method

This research was carried out at the Pariaman City DPRD Secretariat. Thus, the object of research is employees who work at the Pariaman City DPRD Secretariat.

The implementation of this study was carried out for 2 (two) months, namely October to November 2021.

Researchers use a qualitative type of research. According to Tohirin (2013) qualitative research is research that seeks to build views of people who are studied in detail and formed with words, holistic images (thorough and in-depth) and complicated.

According to Sugiyono (2010), population is a generalization area consisting of objects / subjects that have a certain quantity and characteristics set by the researcher to be studied and then drawn conclusions.

The population in this study was all employees of the Pariaman City DPRD Secretariat which amounted to 40 people with details of 20 ASN employees and 20 non-ASN personnel.

The sample according to Arikunto (2012) is part or representative of the population under study, since the sample is part of the population that can represent the characteristics of the population. while Sugiyono (2017), said the sample is part of the number and characteristics of the population. Therefore, the sample is a part (*subset*) of the population that is considered capable of representing the population to be studied.

According to the place where the study was carried out, this research was at the Secretariat of the Pariaman City DPRD.

Samples were selected using a *non-probability sampling* method, namely saturated samples or *total sampling.*   According to Sugiyono (2013) saturated samples are a technique for determining samples by taking all members of the population as respondents or samples. So, the sample in this study was all employees of the Pariaman City DPRD Secretariat, totaling 40 people.

The type and source of data used in this study is primary data, where this primary data is data taken or obtained, collected through a research questionnaire distributed to employees of the Pariaman City DPRD Secretariat who were selected as samples.

The data collection technique used in this study was to distribute questionnaires to employees at the Pariaman City DPRD Secretariat who were selected as samples

III. Results and Discussion

Validity Test

In this study using the SPSS V23 program. A measurement scale is called valid when it does what it should do and measures what should be measured. To find out whether the statements are valid or not, *bivariate correlation* is used, which is to correlate each statement item to the total statement item (*corrected item total correlation*> 0.30), (Ghozali, 2015). The results of the validity test of the research variables can be described as follows:

Performance (Y)

Performance is measured using 10 statements. The validity test results of these 10 statements are presented in Table 1 below:

Table 1
Performance Validity Test Results (Y)

No.	*Corrected Item Total Correlation*	Decision
1	0,438	Valid
2	0,37	Valid
3	0,636	Valid
4	0,703	Valid
5	0,769	Valid
6	0,637	Valid
7	0,558	Valid
8	0,480	Valid
9	0,421	Valid
10	0,515	Valid

Source: *Processed primary data, 2021.*

Based on the validity test results in Table 1 above, it can be seen that the 10-item statement used to measure the performance variable (Y) is valid. It is evident that the 10 items of the statement have a *corrected item value to total correlation* of >0.30.

Competence (X₁)

Communication is measured using 10 statements. The results of the validity test of the 10 statements are presented in Table 3 below:

Table 2
Competency Validity Test Results **(X₁)**

No.	Corrected Item Total Correlation	Decision
1	0,454	Valid
2	0,787	Valid
3	0,726	Valid
4	0,787	Valid
5	0,726	Valid
6	0,637	Valid
7	0,366	Valid
8	0,499	Valid
9	0,667	Valid
10	0,350	Valid

Source: *Processed primary data, 2021.*

Based on the results of the validity analysis in Table 2 above, it can be seen that the 10 points of statements used to measure the communication variable (X₁) are valid. It is proven that the 10 items of the statement have a *corrected item value to total correlation* >0.30.

Individual Characteristics (X₂)

Individual characteristics are measured using 12 statements. The validity test results of the 12 statements are presented in Table 3 below:

Table 3
Individual Characteristics Validity Test Results **(X₂)**

No.	*Corrected Item Total Correlation*	Decision
1	0,551	Valid
2	0,819	Valid
3	0,711	Valid
4	0,640	Valid
5	0,761	Valid
6	0,749	Valid
7	0,697	Valid
8	0,376	Valid
9	0,801	Valid
10	0,745	Valid
11	0,882	Valid
12	0,747	Valid

*Source***:** *Processed primary data, 2021.*

Based on the results of the validity analysis in Table 3 above, it can be seen that the 12 points of statements used to measure individual characteristic variables (X_2) are valid. It is proven that the 12 items of the statement have a *corrected item value to total correlation* of >0.30.

4. *Locus of Control* (X₃)

The locus of control is measured using 12 statements. The results of the validity test of the 12 statements are presented in Table 4 below:

Table 4
Locus of Control Validity Test Results (X₃)

No.	Corrected Item Total Correlation	Decision
1	0,631	Valid
2	0,647	Valid
3	0,577	Valid
4	0,769	Valid
5	0,701	Valid
6	0,526	Valid
7	0,611	Valid
8	0,378	Valid
9	0,573	Valid
10	0,644	Valid
11	0,566	Valid
12	0,661	Valid

Source**:** *Processed primary data, 2021.*

Based on the results of the validity analysis in Table 4 above, it can be seen that the 12 points of statements used to measure the *locus of control* (X₃) variable are valid. It is proven that the 12 items of the statement have a *corrected item value to total correlation* of >0.30.

Test of Classical Assumptions

Normality Test

The normality test was carried out using *the kolmogorov Smirnov one-sample* method The results of the research normality test can be seen in the following figure:

Table 5.
Normality Test
One-Sample Kolmogorov-Smirnov
Test

		Unstandardized Residual
N		40
Usual Parameters[a,b]	,0000000	,0000000
	1,51534624	2,71244038
Most Extreme Differences	,086	,062
	,083	,050
	-,086	-,062
Statistical Test		,086
Asymp. Sig. (2-tailed)		.200[c,d]

normality using the Kolmogrov-Smirnov method is significant at 0.200 > 0.05, it can be concluded that the regression method in this study has met the assumption of normality.

Multicolonierity Test

To detect the presence or absence of multicolonierity in the regression model is as follows: the guidelines for a regression model that is free Multicollinearity, namely VIF < 10 and the Tolerance value of the guidelines of a regression model that is free Multicollinearity, namely the value of Tolerance > 0.1

Table 6.
Multicholinearlity Test Results

Type	Collinearity Statistics	
	Tolerance	**VIF**
Constant		
Competence	,506	1,976
Individual Characteristics	,540	1,851
Locus of Control	,492	2,033

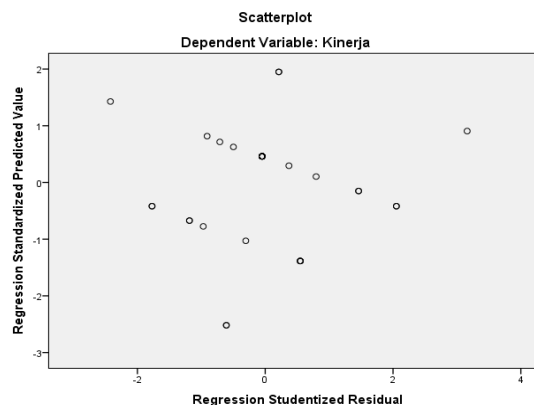*Source: Processed primary data, 2021.*

Heteroskedasticity Test
Basis for decision making:
1. If there is a certain pattern, such as the points that exist to form a certain pattern that is regular (wavy, widening and then narrowing), then Heteroskedasticity has occurred.

If there is no clear pattern, as well as dots spreading above and below the number 0 on the Y axis, then heteroskedasticity does not occur

Draw 1
Heteroskedasticity Test

The graph above shows that the dots spread above and below the number 0 on the Y axis, then it can be expressed that heteroskedasticity does not occur. So that it meets the requirements to be continued in the next analysis.

Multiple Linear Regression Analysis
In regression analysis, in addition to measuring the strength of the relationship between two or more variables, it also shows the direction of the relationship between the dependent variable and the independent variabe. In this study, the regression used was multiple linear regression (Ghozali 2016). This analysis is used to find out how much influence the free and bound variables have. Based on the research, the test results were obtained as follows:

Tabel 7

Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	,284	,254		1,115	,272
Competence	,327	,087	,339	3,739	,001
Individual Characteristics	,223	,062	,314	3,577	,001
Locus of Control	,382	,086	,407	4,426	,000

*Source***: *Processed primary data, 2021.*

Based on the table above, it can be seen that the regression equation is as follows:

$$Y = 0.284 + 0.327 X_1 + 0.223 X_2 + 0.382 X_3 + e$$

From the multiple regression equation above, it can be concluded that:

1. A constant value of 0.284 means that if competence, individual characteristics and *locus of control* are ignored (0), then the performance of the value is 0.284.
2. The competency regression coefficient is 0.327. If the competence is increased by one (1) unit assuming the competency is of a fixed value (0), then the performance will increase by 0.327.
3. The individual characteristic regression coefficient is 0.327. If the individual characteristic is increased by one (1) unit assuming the individual characteristic is of a fixed value (0), then the performance will increase by 0.223.
4. The *regression coefficient of the locus of control* is 0.327. If *the locus of control* is increased by one (1) unit assuming the *locus of control* is of a fixed value (0), then the performance will increase by 0.382.

Hypothesis Test

T test and F test

Statistical test t shows how far the variable is partially free to the bound variable. The t-test (t-test) tests the regression coefficient partially, this test is carried out to determine the partial significance of the role between independent variables and dependent variables by assuming that other independent variables are considered constant (Sugiyono 2014). The degree of significance used is 0.05. The results of individual regression calculations are obtained as follows:

Tabel 8.

Multiple Linear Regression Analysis Results

Type	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	,284	,254		1,115	,272
Competence	,327	,087	,339	3,739	,001
Individual Characteristics	,223	,062	,314	3,577	,001
Locus of Control	,382	,086	,407	4,426	,000

*Source***:** *Processed primary data, 2021.*

Based on Table 8 above it is found that:

1. Hypothesis 1

Based on the results of the t Test, competence (X_1) obtained a significant effect on performance with $_a$ calculated t value of 3.739 > t_{table} 2.021 at a significant level of 0.001 < 0.05. This shows that there is an influence between competencies on performance. So, hypothesis 1 is accepted.

2. Hypothesis 2

Based on the results of the t-test, individual characteristics (X_2) had a significant effect on performance with a calculated t value of 3.577 > t_{table} 2.021 at a significant level of 0.001 < 0.05. This suggests that there is an influence between individual characteristics on performance. So, hypothesis 2 is accepted.

3. Hypothesis 3

Based on the results of the t test, *the locus of control* (X_3) had a significant effect on performance with a calculated t value of 4.426 > t_{table} 2.021 at a significant level of 0.000 < 0.05. This suggests that there is an influence between individual characteristics on performance. So, hypothesis 3 is accepted.

Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) essentially measures how far the model's ability to explain variations in dependent variables is. The value of the coefficient of determination is between zero and one (Sutrisni 2010). The value of the coefficient of determination can be seen in Table 4.20 below

Tabel 9.

Coefficient of Determination

Model Summary

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922a	,850	,837	,274

The results of the calculation using the SPSS V23 program can be known the coefficient of determination with a value of R^2 = 0.850. This means that 85% of morale can be explained by the variables of competence, individual characteristics and *locus of control*, while the remaining 15% is influenced by other variables that were not studied in this study.

The analysis used was a multiple linear regression analysis with a significance level of 0.05. Data sacrifice processing is carried out with the help of the SPSS Version 23 program. Broadly speaking, this study shows that the entire hypothesis proposed is acceptable.

Based on the theory that is used as the theoretical basis and previous research, the hypothesis in this study is that there are several variables that affect employee performance, including competence, individual characteristics and *locus of control*. The relationship of casualty in this study is the result of several theories and the results of previous research that are clearly discussed in a conceptual framework.

The Effect of Competence on Performance

The results of this study showed that competence had a significant effect on performance with a regression coefficient of 0.327 with a significant level of α = 0.001 < 0.05. In order to improve the performance of an organization, it is very necessary to support competencies. Competence is an aspect of ability, skill, attitude, value or personal characteristics that allows workers to achieve success in completing tasks (Noe, 2012).

According to Marshall (2013), competence is the most difficult thing to imitate, because its characteristics are indeed different and specific to each individual. In line with this opinion, Munrodan Andrews (2014) emphasized that in the era of knowledge-

based hyper-competitiveness as it is happening today, competence is the company's main asset as a source to build and achieve a sustainable competitive advantage.

Spencer (2011) suggests that competence is a character of attitudes and behaviors or individual abilities that are relatively stable when facing a situation in the workplace that is formed from the synergy between character, self-concept, internal motivation, and contextual knowledge capacity.

This is also in line with previous research Sambas (2011) found that competence has a positive effect on the performance of staff of the central general hospital H. Adam Malik Medan. Further research conducted by Suhaeti (2010) on the influence of competence, education level and work climate on employee performance at the Cilegon City DPRD Secretariat shows that competence has a significant effect on employee performance.

Influence of Individual Characteristics and On Performance

The results of this study showed that individual characteristics had a significant effect on performance with a regression coefficient of 0.223 at a significant level of α = 0.001 < 0.05. Individual behavior in management science must be known and understood by the employees of an organization. Gibson (2010), revealed that individual characteristics consist of the abilities and skills, experiences, background and demographics of the individual in question.

According to Thoha (2010), individual characterization is the ability, personal trust, expectation of needs and past experiences that the individual brings into the organizational order. Characteristics of this individual can be seen from expertise, education, work experience. Meanwhile, Sutrisno (2011), explained that everyone has different views, goals, needs and abilities from each other. this difference will carry over in the world of work, which will cause the satisfaction of one person with another differently, even though working in the same place.

This is also in line with Ribhan's previous research (2016) with his research on the relationship between individual characteristics and employee performance through organizational commitment as a mediation variable (Case Study at PT. Chandra Superstore Tanjung Karang, Bandar Lampung and concluded that there is a relationship between individual characteristics and employee performance. Mutmainah (2012) The Influence of Individual Characteristics and Job Characteristics on Performance by Mediation of Organizational Commitment of Sub-district Office Employees in the Sukoharjo Regency Also found a significant and positive influence between individual characteristics and performance.

The Effect *of locus of control* on Performance

The results of this study showed that communication had a significant effect on morale with a regression coefficient of 0.535 at a significant level of α = 0.000 < 0.05. *The locus of control* influences employees in their attitude and behavior. Employees with *an internal locus of control* assume that the cause and effect of an event are within their control. These employees feel their lives are controlled by their own behavior, skills and abilities.

According to Kreitner and Kinicki (2013), *the locus of control* describes an individual's belief that the individual can influence events related to his life. *The locus of control* is one of the variables of personality *(personnel),* which is defined as an individual's belief in whether or not to control one's own *destiny*. The concept of *the locus of control* used by Rotter has four basic concepts, namely: behavioral potential, expectations, value of reinforcing elements and psychological atmosphere (Istijanto, 2010).

Research conducted by Falikhatun (2012), who conducted research on the performance of officers of public service units stated that the internal locus of control has a positive and significant influence on employee performance. The results of this study support previous research conducted by Laily (2010) and Koentjoro (2010), that the internal *locus of control* has a positive and significant influence on employee performance.

Effect of Competence, Individual Characteristics And *Locus Of Control* On Performance

Based on the results of tests and analysis that have been carried out in this study, it is proven that the variables of the work environment and communication have a significant effect on morale with an $F_{calculation}$ of 67.996 < F_{table} of 2.61 at a significant level of α = 0.000 < 0.05. Based on the coefficient of determination R^2= 0.850. This means that 85% of morale can be explained by independent variables of competence, individual characteristics and *locus of control*, while the remaining 15% of performance values are influenced by other variables that were not studied in this study.

The results of the same study were also shown by Dhermawan et al (2012) on the influence of motivation, work environment, competence and compensation on job satisfaction and employee performance in the office environment of the Bali Provincial Public Works Office, namely competence has a positive effect on job satisfaction, job satisfaction affects performance. Employee competence needs to be improved in order to increase job satisfaction and if employee job satisfaction increases, employee performance will also increase.

IV. Conclusion

Based on the analysis of data and interpretations that have been presented in the previous chapter, it can be concluded that organizational commitment has a positive and significant effect on the job satisfaction ofemployees of the South Coast District Inspectorate Office. The higher the organizational commitment, the more job satisfaction increases.

The study results also showed that the work environment had a positive and significant effect on the job satisfaction ofemployees of the South Coast District Inspectorate Office. That is, the more conducive the work environment, the more job satisfaction will increase

References

A . Anwar Prabu *Mangkunegara.* (*2010*). Manajemen Sumber daya Manusia perusahaan. Bandung: PT Remaja Rosdakarya

Achmad S.Ruky, (2010). Sistem Manajemen Kinerja, Bumi Aksara. Jakarta.

Agung, Bhuono Nugroho, (2012). "Strategi Jitu Memilih Metode Statistik Penelitian Dengan SPSS", Penerbit CV. Andi Offset Yogyakarta.

Agus Eko Sujianto, (2011). Aplikasi Statistik dengan SPSS Untuk Pemula, (Jakarta: Prestasi Pustaka.

Andrews, Bufford, Banks. (2014). Stem Modules: Developing Innovative Approches to Enchance Student Learning. Journal School of Education: Department of Materials Science and Engineering Tuskegee University, hlm. 3-5.

Arikunto Suharsimi., (2012). Prosedur Penelitian. Pendekatan Praktek. Rineka Cipta, Jakarta.

Bangun, Wilson. (*2013).* "Manajemen Sumber Daya Manusia". Jakarta : Erlangga.

Corsini, J. R., & Marcella, A. J. (2017). Personality Theoris, Research & Assessment. Itasca, IL: Peacock Publishers

Dessler, Gary. (*2015).* Manajemen Sumber Daya Manusia. Jakarta: Salemba. Empat.

Edy, *Sutrisno.* (*2011).* Manajemen Sumber Daya Manusia. Penerbit: Jakarta,. Kencana

Fadillah, Rozi. Dkk, (2017). Pengaruh Kompetensi, Disiplin Kerja, dan Linkungan Kerja Terhadap Kinerja Karyawan pada Kantor Bank Kalsel cabang Pembantu Banjarmasin. Jurnal Bisnis dan Pembangunan, Edisi Januari-Juni, Vol 6, No. 1

Ghozali, Imam. (*2011*). Aplikasi Analisis Multivariate dengan Program IBM SPSS. 23. Semarang : Badan Penerbit UNDIP.

Ghozali, Imam. (*2013*). Aplikasi Analisis Multivariate dengan Program IBM SPSS. 23. Semarang : Badan Penerbit UNDIP

Ghozali, Imam. (*2015*). Aplikasi Analisis Multivariate dengan Program IBM SPSS. 23. Semarang : Badan Penerbit UNDIP.

Ghozali, Imam. (*2016*). Aplikasi Analisis Multivariate dengan Program IBM SPSS. 23. Semarang : Badan Penerbit UNDIP.

Gibson, James. L,.et all. (2010). Organisasi, Perilaku, Struktur, Proses, Edisi Ke-5. Jakarta. Erlangga.

Gomes, Faustino Cardoso. (2012). Manajemen Sumber Daya Manusia. Yogyakarta: ANDI.

Hamedoglu M, Kantor J dan Gulay E, (2012), The effect of Locus of Control and culture on leader preferences, International online journal of educational Sciences vol.4, 319-324.

Hasan, M. Iqbal, (2010). Pokok-pokok Materi Metodologi Penelitian dan Aplikasinya, Ghalia Indonesia, Bogor,

Hasibuan, Malayu Sp. (2012). Manajemen SDM. Edisi Revisi, Cetakan Ke Tigabelas. Jakarta : Bumi Aksara.

Henry *Simamora.* (*2014).* Manajemen Sumber Sumber Daya Manusia. Jakarta : Bina Aksara

Huang, J.L & Ford, K. J. (2011). Driving Locus Of Control And Driving Behaviors :Including Change Trough Driver Training. Transportation Research Part Fxxx (2011) xxx-xxx

Karimi, R dan Alipour, F. (2011). Reduce Job Stress in Organization: Role of Locus of Control. International Journal of Business and Social Science. Vol. 2 No. 18. Hal. 231-236.

Kreitner, Robert dan Angelo Kinicki. (2013). Perilaku Organisasi. Edisi 9. Buku 1. Jakarta: Salemba Empat.

Kustini dan Suharyadi, F. (2011). "Analisis Pengaruh Locus of Control, Orientasi Tujuan Pembelajaran, dan Lingkungan Kerja terhadap Self-Efficacy dan Transfer Pelatihan". Jurnal Ekonomi Bisnis dan Akuntansi, Vol 7, No 1.

Marshall B. dan Paul John Steinbart, (2013.) Accounting Information System, Buku Dua, 9th edition, Yogyakarta : Andi.

Mondy, Wayne. (2010). Manajemen Sumber Daya Manusia Jilid 2. Jakarta: Erlangga.

Mulyadi. (2012). Akuntansi Biaya, Edisi lima. Universitas Gajah Mada

Nahapiet, J and Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. The Academy of Management Review, 23(2): 242-266.

Nevid, J.S., Rathus, S.A., & Greene, B. (2011). Psikologi Abnormal Jilid 1. Alih Bahasa : Tim Fakultas Psikologi Universitas Indonesia (UI). Jakarta : Erlangga.

Noe. (2012). Human Resource Management. Ninth Edition. USA: Prentice Hall.

Oei, *Istijanto.* (*2010*). Riset Sumber Daya Manusia. Gramedia *Pustaka* Utama. Edisi Revisi.

Ramamoorthy, N., Patrick C. Flood, Sarah Ma, (2013). "Role of Organizational Justice Perceptions in India and Ireland: An Empirical Examination", Working Paper No: 383.

Robbin & Judge. (2015). Perilaku Organisasi Edisi 16. Jakarta. Salemba Empat.

Robbins, Stephen P. dan Coulter, Mary. (*2010).* Manajemen Edisi Kesepuluh. Jakarta: penerbit Erlangga

Sanjiwani, Putrid an Wisadha, Suparta. (2016). Pengaruh Locus Of Control, Gaya Kepemimpinan, dan Komitmen Organisasi Pada Kantor Akuntan Publik. E-Jurnal Akuntansi Universitas Udayana. ISSN: 2302-8556

Santoso, Slamet (2011). Stasistika Ekonomi plus Aplikasi SPSS, Ponorogo : Umpo Press.

Saputra, Komang Adi Kurniawan.(2012). Pengaruh locus of control terhadap kinerja dan kepuasan kerja internal auditor dengan kultur lokal tri hita karana sebagai variabel moderasi.jurnal.

Sedarmayanti, (2013). Manajemen Sumber Daya Manusia, Bandung: Refika Aditama.

Sedarmayanti. (*2014*). Manajemen Sumber Daya Manusia. Bandung: Refika. Aditama

Sekaran, uma dan Roger Bougie. (2010). Edisi 5, Research Method For Business: A Skill Building Approach. John Wiley @ Sons, New York.

Sekretariat DPRD Kota Pariaman, (2021)

Simamora, (2014). Membuat Karyawan Lebih Produktif Dalam Jangka panjang (Manajemen SDM). STIE YKPN, Yogakarta

Spencer, Lyle M. dan Signe M. Spencer. (2011). Competence at work: Models for Superior Performance. Canada: John Wiley & Sons

Stephen, *Robbins* (*2015*). Perilaku Organisasi, Penerbit Salemba Empat, Jakarta.

Sugiyono. (*2010).* Metode Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta

Sugiyono. (*2013).* Metode Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta

Sugiyono. (*2017).* Metode Penelitian Pendidikan Pendekatan Kuantitatif, kualitatif, dan R&D. Bandung: Alfabeta

Suharyadi dan Purwanto. (*2011).* "Statistika untuk Ekonomi dan Keuangan Modern. Edisi 2". Jakarta : Salemba Empat.

Suprihanto, (2010). Penilaian Kinerja, BPFE, Yogyakarta.

Suprihanto, (2013), Penilaian Kinerja dan Pengembangan Sumber Daya. Manusia, BPFE, Yogyakarta.

Thoha Miftah., (*2010*). Pembinaan *Organisasi*, proses dianosa dan intervensi,. Manajemen Kepemimpinan. Yogyakarta, Gava Media.

Tohirin. (*2013*). Metode Penelitian Kualitatif Dalam Pendidikan Dan Bimbingan. Konseling. Jakarta: PT Raja Grafindo Persada

Veithzal *Rivai,* (*2013*). Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori. Ke Praktek, Rajagrafindo persada, Bandung

Veithzal Rivai. (*2014*). Manajemen Sumber Daya Manusia untuk Perusahaan,. Edisi ke 6, PT. Raja Grafindo Persada, Depok

Veithzal, Rivai & Jauvani Sagala. (2010). Manajemen Sumber Daya Manusia Untuk Perusahaan Dari Teori ke Praktik. Jakarta: Rajawali Press

Wibowo, (2016). Manajemen Kinerja, Edisi Kelima, PT.Rajagrafindo Persada Jakarta-14240.

Zohar, Danah. dan Marshal, Ian. (2012). Spritual Capital : Wealth we Can Live By. San Francisco. Berrett-Koehler Publishers.