

# **The Effect of Locus of Control and Competency on Medical and Paramedic Functional Performance through Motivation in the Center of Veterines Maros**

**Gembong Rachmadany, Hendra Gunawan and Muhammad Tamrin**

Sekolah Tinggi Ilmu Ekonomi AMKOP Makassar, Indonesia

Rachmadany@yahoo.com, hendramanajemen@gmail.com, tamrin.muhammad@yahoo.com

**A. Suparlan Isya Syamsu**

Pharmacy Department, Universitas Megarezky, Makassar, Indonesia

parlan.pance@gmail.com

**Muhamad Chairul Basrun Umanailo**

Universitas Iqra Buru, Indonesia

chairulbasrun@gmail.com

**Wiwi Rumaolat**

STIKes Maluku Husada, Indonesia

wiwi.rumaolat@gmail.com

**Chairun Nasirin**

College of Health Sciences (STIKES), Mataram, Indonesia

chairun.nasirin@stikes-mataram.ac.id

## **Abstract**

This study aims to measure and analyze the effect of locus of control and competence on medical and paramedical functional performance through motivation at the Maros Veterinary Center (BBVet Maros). This study used a quantitative approach with a research design, namely an explanatory survey. Sampling was carried out by saturated sampling technique with a total sample of 116 functional medical and paramedical employees of BBVet Maros. The analytical tool used is path analysis to determine the direct and indirect effect on the variables studied. Based on the data analysis, the research results show that locus of control and competence, and motivation positively and significantly affect the Maros Veterinary Center's performance. So those employees are expected to develop locus of control inside or outside themselves, increase motivation from within employees through challenges at work, and support from superiors through objective promotions and employee placement according to their areas of expertise to improve employee performance at BBVet Maros.

## **Keywords**

Locus of Control, Competence, Motivation, and Performance.

## **1. Introduction**

Entering the era of globalization, which is full of challenges, a government agency must have a strong foundation and innovation. Human resources (HR) are one of the critical factors that determine the success of the agency. Quality human resources will be able to face all the global challenges that will arise. Therefore, a directed and planned HR management strategy is needed to produce human resources committed and perform well to carry out every task that is their responsibility in the organization and overcome problems that may be encountered while carrying out these tasks. This is related to applying the science of HR management policy which examines various organizational behavior factors on performance which is called the science of organizational behavior.

Human resources have an essential function in determining success when government agencies face the challenges of the globalization era, such as the challenges of an increasingly global market, the competitiveness of human resources in the worldwide market, and how to prepare human resources for tasks in an organization.

Human resource management is one of the critical factors to get the best performance in an organization. In addition to dealing with skills and expertise, HR management is also obliged to build conducive behavior for employees to get the best performance (Djibu, Shofwan, and Basrun 2019; Rachman et al. 2019; Rumaolat et al. 2019). This is based on applying HR management policy science to examine various organizational behavior factors on organizational behavior science. As one of the government agencies responsible for agriculture, plantation, and animal health issues, the Ministry of Agriculture also has severe challenges in this era of globalization. One of them is the challenge of meeting the protein needs of animal origin through meat self-sufficiency, which the government is still pursuing through the Ministry of Agriculture. The threat of endemic animal diseases in this country and other exotic diseases that may reappear or new diseases originating from different countries require attention to achieve this goal. In addition to animal health, veterinary public health is also a responsibility that the Ministry of Agriculture must carry out.

This heavy responsibility cannot be carried out by the central government alone through its ministries. However, it requires good cooperation and coordination with all stakeholders from the village, district, to provincial levels. Through the Directorate General of Livestock and Animal Health (Dirjen PKH), which is specifically responsible for animal health, the Ministry of Agriculture has at least 20 UPT (Technical Service Units) spread throughout Indonesia. The UPT is tasked with providing superior livestock breeds, preparing, and guaranteeing drugs and vaccines safe for animals, ensuring the quality of animal feed and products of animal origin, and laboratories that test and diagnose diseases in animals. There are 8 Laboratory UPTs under the Director-General of PKH. They are tasked with testing and diagnosing animal diseases. Namely the Wates Veterinary Center, Maros Veterinary Center, Denpasar Veterinary Center, Medan Veterinary Center, Bukittinggi Veterinary Center, Lampung Veterinary Center, Banjarbaru Veterinary Center, and Veterinary Center Subang, each of which is responsible for its working areas. Test laboratories have an essential role in the diagnosis and control and rapid response to controlling the spread of diseases of animal origin.

The Maros Veterinary Center (BBVet Maros) is one of the UPT laboratories responsible for ten provinces in Eastern Indonesia, namely South Sulawesi, West Sulawesi, Southeast Sulawesi, Central Sulawesi, North Sulawesi, Gorontalo, Maluku, North Maluku, Papua, and West Papua. BBVet Maros has the task of carrying out observation and diagnostic identification, testing veterinary and animal products, and developing techniques and methods of veterinary investigation, diagnosis, and testing. In carrying out its duties by the Minister of Agriculture Number 54/Permentan/OT.140/05/2013 concerning the Organization and Work Procedure of the Veterinary Center, BBVet Maros organizes the preparation of programs, work plans and budgets, implementation of cooperation, and preparation of evaluation and reporting the investigation of animal disease; Carrying out investigation's thorough inspection and testing of animal products. With the many functions carried out, quality and potential human resources are needed by a government agency to perform well—the quality and potential of human resources. Contained in a government agency can be seen from the performance of each employee individually (Kanto et al. 2020; Lionardo, Kurniawan, and Umanailo 2020; Sa'adah et al. 2019). According to Mangkunegara, performance results from work in quality and quantity achieved by employees in carrying out their duties by their responsibilities (Mangkunegara, 2001). If an employee can perform well, then the employee can be categorized as a qualified and potential human resource. Employee performance is closely related to the personality of the employee. One aspect of the employee's character is the locus of control. According to Schemerhorn, locus of power is the extent to which a person believes that something that happens is under his control (Schemerhorn, 2011).

Locus of control can also be interpreted as how an employee who is doing his job can control himself to achieve maximum performance. When someone sees that their performance is not under their control, the employee may choose not to contribute optimally, and vice versa. This is undoubtedly important because the overall performance of government agencies results from the performance of everyone who is part of the government agency. Locus of control and competencies possessed by employees must be based on high work motivation. Robbins stated that motivation is a process that explains the strength, direction, and persistence of a person to achieve goals Robbins, 2015). Employee performance is strongly influenced by work motivation. Every employee is not necessarily willing to mobilize all the potential or abilities they have optimally in their work. There is still a need for encouragement so that someone wants to use all the skills or potential that exists within him optimally in a position to produce a good performance (Nath et al. 2021; Suharyanto et al. 2021; Umanailo et al. 2021). Therefore, motivation is often interpreted as a factor driving

a person's behavior. Every activity carried out by a person must have a driving factor. The driving factor of a person to perform a particular action, in general, is the needs and desires of the person.

The medical and paramedical functions regulated in Ministerial Regulation 17/Permentan/OT.140/3/2013 have the task and process of providing services at BBVet Maros. Good or inadequate service can affect performance; as stated by Keban in Pasolong, public service agencies need to measure employee performance. The Community Satisfaction Index (IKM) is an assessment tool covering service requirements, service procedures, service time, service fees/tariffs, product specifications for types of services, implementing competencies, implementing behavior, handling complaints, and infrastructure (Pasolong, 2010). This aspect of the assessment of the IKM indirectly also provides an overview. Of the performance and motivation of employees at BBVet Maros.

## **2. Literature Review**

Rotter in Sri Lestari locus of control is one of the individuals in organizational behavior (Lestari, 2010). Locus of control is related to a person's level of belief about events, fate, luck, and destiny that happens to him, whether due to internal factors or external factors—individuals who believe that their control causes circumstances, occurrences, and futures are the internal locus of control. Robbins in Sri Lestari believes that the power of factors causes events. And destiny outside of themselves is called an external locus of control (Lestari, 2010).

Mesci & Ovdur that locus of control includes the idea that individuals throughout their lives analyze events because of their behavior or believe that they result from chance, fate, or forces beyond their control (Ovdur, 2011). A dimension reflects the degree to which people think. What happens to them is within their control or beyond their control. It can be concluded from the above understanding that locus of control is the degree to which individuals believe that they control their destiny internally and externally that they are in control of whatever happens to them.

According to the Decree of the Head of the State Civil Service Agency Number 46A dated November 21, 2003, competence is the ability and characteristics possessed by a Civil Servant in the form of knowledge. Skills and behavioral attitudes are required in carrying out his/her duties so that the Civil Servant can carry out his/her duties properly. Professional, effective, and efficient.

Prawironegoro and Utari in Jufri explain that competence is a combination of skills, knowledge, creativity, and positive attitudes towards specific jobs manifested in performance (Jufri, 2018). Competencies are divided into two types: soft competencies or types of competencies closely related to the ability to manage work processes, human relations, and build interactions with other people, and complex competencies or types of competencies related to the functional or technical skills of a job.

Motivation can be interpreted as a person's strength (energy) that can lead to a level of persistence and enthusiasm in carrying out an activity, both originating and from outside the individual. How strong an individual's motivation will determine the quality of the behavior he displays, both in the context of studying, working, and in other life. Motivation is also a movement that regulates human behavior to do something. According to Darmawan, motivation is a mental state that encourages, activates, or moves someone who will later direct and channel behavior, attitudes, and actions that are always associated with achieving goals, both goals, and objectives. Meanwhile, according to Yusuf, motivation is a conscious effort to influence a person's behavior to lead to organizational goals. The emergence of a person's motivation is a combination of needs, drives, goals, and rewards.

Based on some of the above understanding, it can be concluded that motivation is a stimulus that can cause feelings to move the desire that comes from within oneself or from outside to do something good to achieve goals in an organization. The right work motivation will advance and develop the organization because employees will carry out tasks according to their fields based on awareness.

According to Sutrisno performance results from work achieved by someone from his work behavior in carrying out work activities. The version itself refers to the level of achievement of tasks that make up an employee's job. According to Sedarmayanti, performance is translated into account, which also means work performance or work performance or work appearance. Meanwhile, Mangkunegara, performance results from work according to the quality and quantity that an employee achieved in carrying out his duties with his responsibilities.

### 3. Methods

The design of this study uses an explanatory survey method that demands the translation of the variables into indicators that quantitative methods can measure to use a hypothesis testing model. The problem to be studied is related to the influence between variables mediated by an intervening variable; then, path analysis is used. This analysis was used to analyze the effect of locus of control, competence on improving the performance of Medical and Paramedic Functional employees at the Maros Veterinary Center mediated by the motivation variable.

This research approach is a quantitative descriptive approach to obtain a complete picture of the variables studied. The variables observed were the influence of locus of control, competence on the performance of Medical and Paramedic Functional employees through motivation at the Maros Veterinary Center.

### 4. Results Data Analysis

#### 4.1. Path Analysis

Before conducting the path analysis, regression tests are the first run, divided into two models (model 1 path coefficient and model 2 path coefficient). The results of the analysis test on the equation of substructure 1 in this study. Can be seen from the following Table 1:

Table 1. Model 1 Path Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	9,461	1,897		4,987	,000
	Locus of Control	,231	,058	,320	3,949	,000
	Competence	,394	,083	,383	4,722	,000

a. Dependent Variable: Motivation

**Data Source:** Data processed 2021

Analysis test based on the results of calculations using SPSS obtained the following equation:  $Y1 = 0.320 X1 + 0.383 X2 + e1$ , which means that the coefficient for the variable locus of control (locus of control) is worth 0.320 with Sig 0.000, which means that locus of control (locus of control) has a significant effect and positive value to motivation. The coefficient for the variable competence is worth 0.383 with a Sig of 0.000, which means that competence is significantly influential and positively valuable.

The results of the analysis test on the equation of substructure 2 in this study can be seen from the following Table 2:

Table 2. Model 2 Coefficient of Line Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	itself.
		B	Std. Error	Beta		
1	(Constant)	2,972	1,712		1,736	,085
	Locus of Control	,106	,051	,148	2,081	,040
	Competence	,438	,074	,429	5,883	,000
	motivation	,340	,077	,343	4,428	,000

a. Dependent Variable: Medical and Paramedic Functional Performance

**Data Source:** Data processed 2021

Analysis test based on the calculation results using SPSS obtained the following equation:  $Y2 = 0.148 X1 + 0.429 X2 + 0.343 Y1 + e2$ , which explained that the coefficient for the locus of the control variable is 0.148 with Sig 0.040, which means that locus of control has a significant and positive effect on the functional performance of medical and paramedics. The coefficient for the variable competencies is 0.429 with a Sig of 0.000, which means that competencies significantly impact and are of positive value to medical and paramedic functional performance. The coefficient for motivation variables is 0.343 with a Sig of 0.000, which means that motivation has a significant effect and is of positive value to the functional performance of medics and paramedics.

#### 4.2. Hypothesis Testing

Proving that motivation variables can mediate between locus of control and competence to the functional performance of medical and paramedics, it will be done a calculation of direct and indirect influence between locus of control and competence to the operational performance of medical and paramedics. Suppose the indirect effect of locus of control and competence on functional performance of medical and paramedics through motivation is more Significant than the direct influence of locus of control and competence on medical and paramedic available performance. In that case, motivation can be a variable that mediates between locus of control and competence to medical and paramedic functional performance. The purpose of path analysis is to consider direct and indirect influence.

Based on the results of the path test, which is processed with SPSS, will first be presented a test image of the path that can be seen in the Figure 1, namely:

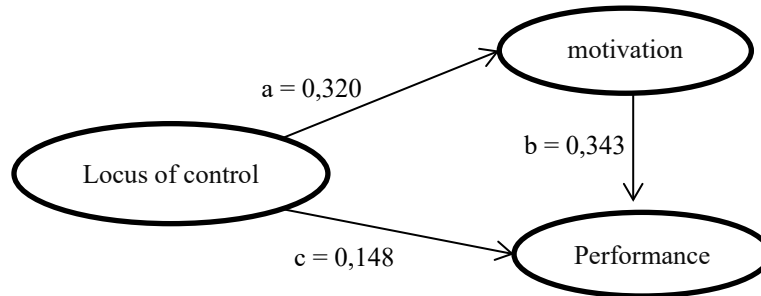


Figure 1. Indirect Influence of Locus of control to the employes' Performance Through Motivation

Figure 1 shows the locus of control test path control (locus of control) on performance through motivation, the magnitude of indirect influence of 0.109 (0.320 x 0.343). It can be said that the importance of the indirect effect of locus of control on employee performance through motivation at the Maros, Veterinary Centre is 0.109 or 10.9%. Then the test of mediation hypothesis or indirect influence can be done by a procedure developed by Sobel and known as Sobel Test (Sobel Test). Where the results of path testing, which is processed with SPSS, will first be presented the test image of the path seen in Figure 2, namely:

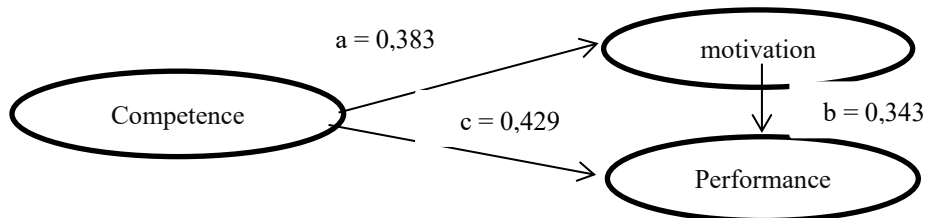


Figure 2. Indirect Influence of Competence on Performance Through Motivation

The test results show transformational leadership on employee performance through loyalty, hence the magnitude of indirect influence of 0.131 (0.383 x 0.343). It can be said that the amount of indirect effect of competence on performance through motivation at the Maros Veterinary Center is 0.131 or 13.1%.

Based on the picture above, it is known that: The effect of locus of control on motivation; The effect of locus of control on motivation is 0.000. The path coefficient value (B) of 0.320 is positive. Thus, the Significance value is less than 0.05 (0.000 < 0.05), with the coefficient value being positive, so it can be concluded that H1 in this study is acceptable. This means that the locus of control has a positive and Significant effect on motivation. The effect of competence on motivation; The effect of competence on motivation is 0,000. The path coefficient value (B) of 0.429 is positive. Thus, the Significance is less than 0.05 (0.000 < 0.05), with the coefficient value being positive, so it can be concluded that H4 in this study is acceptable. That is, competence has a positive and Significant effect on Medical and Paramedical Functional Performance. The effect of locus of control on performance; The effect of locus of control on performance is 0.040. The path coefficient value (B) of 0.148 is positive. Thus, the Significance is less than 0.05 (0.040 < 0.05), with the coefficient value being positive, so it can be concluded that H3 in this study is acceptable. This means that

the locus of control has a positive and Significant effect on Medical and Paramedical Functional Performance. The influence of competence on performance; The effect of competence on performance is 0.000. The path coefficient value (B) of 0.429 is positive. Thus, the Significance is less than 0.05 ( $0.000 < 0.05$ ), with the coefficient value being positive, so it can be concluded that H4 in this study is acceptable. That is, competence has a positive and Significant effect on Medical and Paramedical Functional Performance. The effect of motivation on performance; The effect of motivation on employee performance is 0.000. The path coefficient value (B) of 0.343 is positive. Thus, the Significance value is less than 0.05 ( $0.000 < 0.05$ ), with the coefficient value being positive, so it can be concluded that H5 in this study can be accepted. That is, motivation has a positive and Significant effect on Medical and Paramedical Functional Performance. The effect of locus of control on performance through motivation; The influence of locus of control on performance through motivation. Where after the statistical Sobel test calculation, the Sig value is obtained.  $0.000 < 0.05$ . It can be said that the locus of control has a positive and significant effect on performance through motivation. The influence of competence on performance through motivation; The influence of competence on performance through motivation. Where after the statistical Sobel test calculation, the Sig value is obtained.  $0.001 < 0.05$ . It can be said that competence has a positive and significant effect on performance through motivation.

## **5. Discussion**

### **5.1. The Effect of Locus of Control on Motivation**

Testing the first hypothesis shows that motivation is strongly influenced by the locus of control at the Maros Veterinary Center; it is shown that the Significance value is 0.000. The path coefficient value (B) of 0.320 is positive. Thus, the Significance value is less than 0.05 ( $0.000 < 0.05$ ), with the coefficient value being positive. The higher the locus of control, the more motivation will be, and vice versa if the locus of control is low, the reason will also be expected.

Motivation dramatically affects a person's locus of control because, with a person's locus of control, it will be easy to control and control himself and those in the organization. For people who have an internal locus of control, ability, and effort factors that seem dominant, if the individual experiences a failure, they will blame themselves for the lack of effort made. Likewise, with success, they will be proud of the results of their actions. Conversely, people who have an external locus of control see success and failure from factors of difficulty and fate. Therefore, if they experience loss, they tend to blame the surrounding environment for the cause.

### **5.2. The Effect of Competence on Motivation**

Testing the second hypothesis shows that motivation is strongly influenced by competence at the Maros Veterinary Center; it is shown that the Significance value is 0.000. The path coefficient value (B) of 0.383 is positive. Thus, the Significance is less than 0.05 ( $0.000 < 0.05$ ), with the positive coefficient value. The higher the competence, the higher the motivation, and vice versa if the competency is low. Possessed, the reason will also below.

Competence has a vital role in employee motivation in an agency. Because with competence, employees will have high morale, which in turn will increase motivation. The highest competency assessment based on descriptive statistics from the study is that it can carry out a job well to run smoothly. Employees with high competence tend to be more obedient to the regulations in their organization. With the competencies possessed by employees, they can encourage their performance because highly competent employees will be more punctual at work. Work can be completed on time because competence must be possessed by every employee, which includes abilities in the form of knowledge, skills, and behavioral attitudes and required in carrying out their duties so that employees can carry out their duties professionally, effectively, and efficiently.

Competence indicates the characteristics of knowledge and skills possessed by everyone that enable them to perform their duties and responsibilities effectively and raise the standard of professional quality in their work. As stated by Spencer and Spencer in Panggabean, competence is the basis and characteristic of people. It indicates a way of behaving or thinking, equating situations, and supporting them for an extended period. Competence is the type of expertise, knowledge, and ability needed to carry out a job effectively.

The results of the descriptive analysis found that the indicator with the lowest influence on the competency variable is essential to pay attention to the character and character of employees in carrying out a job, one of which is to increase the competence of employees. Leaders must pay more attention to the nature and character of employees so that the work given by superiors can be done by instructions given to employees.

The results of this study are in line with the theory of Wibowo, explaining that two main factors influence motivation, namely the first factor of employees consisting of abilities, knowledge, character and characteristics, emotions, moods, beliefs, and beliefs values. The second factor of work includes the physical environment, assigned tasks, the organization's approach to superior recognition and recognition, supervision, guidance, and organizational culture. Thus, behavioral motivation is directly influenced by knowledge, abilities, and skills. This is supported by empirical research from Nilam that competence on work motivation significantly affects. So, it can be concluded that competence has a positive effect on work motivation.

### **5.3. The Influence of Locus of Control on Employee Performance Through Motivation**

Testing the sixth hypothesis shows that the locus of control strongly influences employee performance through motivation at the Maros Veterinary Center; the significance value of Sig indicates this.  $0.000 < 0.05$ . So, it can be said that the locus of control has a positive and significant effect on performance through motivation at the Maros Veterinary Center. This study implies that empirical findings show that the locus of control must be further improved to improve performance through motivation, i.e., the employee must determine that his own control causes events, occurrences, and destiny. This shows that the higher the locus of control, the more motivation will increase, which will impact performance.

Wahyosumidjo states that motivation as a process that arises from factors from within a person himself is called intrinsic, and factors outside of a person are called extrinsic. With great encouragement or motivation for every employee who works at the Maros Veterinary Center. Max can direct their attitudes and actions from the various individual goals they have so that they are willing to put aside their personal goals and can work well, effectively, efficiently, and effectively. They have high achievements for the institution.

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## **Biographies**

**Gembong Rachmadany** is a student at Magister Program of Economic Science of STIE AMKOP, Indonesia. Her areas of interest and research include social science and economics. She has published some articles in national journals.

**Hendra Gunawan** is a lecturer at the Faculty of Economics and Business, Hasanuddin University, Indonesia. His areas of interest and research include economics, management, human management resource. He has published some books and many articles in national and international journals.

**Muhammad Tamrin** is a lecturer at the Faculty of Economics and Business, Hasanuddin University, Indonesia. His areas of interest and research include economics, management, human management resource. He has published some books and many articles in national and international journals.



**A. Suparlan Isya Syamsu** is a lecturer at Pharmacy Department of Universitas Megarezky, Indonesia. His areas of interest and research include a pharmacy. He has published some articles in national journals.

**Muhamad Chairul Basrun Umanailo** Born in Tanah Lapang Kecil, Ambon City on November 22, 1978. He started his primary to secondary education in Ambon City (1985-1997). The undergraduate program in the Department of Sociology, Sebelas Maret University (1997-2001). Continuing the Postgraduate Masters's program in Sociology at Sebelas Maret University (2012-2015). Completed the Sociology Doctoral Program FISIP Brawijaya University in 2021. Active as a Permanent Lecturer at Iqra Buru University from 2011-2022. Currently, he is active as a lecturer in Social and Political Sciences at Universitas Brawijaya. Served as Vice-Chancellor III of Iqra Buru University (2016-2018). Member of the Indonesian Sociological Association (2003-present). Has served as Head of the Center for Planning and Community Development Studies at Iqra Buru University for 2017-2022. Become a reviewer in several Scopus and WoS indexed journals. Contact (+62) 82239711615 email: chairulbasrun@gmail.com

**Wiwi Rumaolat** has worked as a lecturer at the Nursing Study Program, Institute Health Science (STIKes) Maluku Husada since October 2010 until now in the Institute academic activities. Has served as the head of Head of the Institute for Research and Community Service since 2018. Completed the master in the Biomedical science Study program, Medical Faculty at the Diponegoro University Postgraduate Program in 2014, a thesis The Effect of Ethanol Extracts *Syzygium polyanthum* (Wight) Walp Folium Decrease Glomerular Podocyte TGF- $\beta$  Expression of Sprague Dawley Rats with Diabetes Mellitus Type-I

**Chairun Nasirin** is a lecturer and researcher at STIKES Mataram, College of Health Sciences, Indonesia. Some of his research is related to health administration and health policy. His research interests include health administration, community nursing, empowerment, health policy, and public health.