



The Role Of Locus Of Control As A Mediator Of The Influence Of Ethical Leadership On Employee Performance

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Abstrak

Penelitian ini bertujuan untuk menganalisis peran Locus of Control sebagai pemediasi pengaruh kepemimpinan etis terhadap kinerja pegawai Badan Perencanaan Pembangunan, Penelitian dan Pengembangan Daerah Kabupaten Maluku Tengah. Penelitian ini menggunakan pendekatan kuantitatif dengan metode asosiatif dan survei dengan teknik cross section. Populasi yang digunakan dalam penelitian ini adalah seluruh pegawai pada Baplitbangda Kabupaten Maluku Tengah sebanyak 48 orang, sehingga jumlah sampel ditentukan secara full sampling. Data dianalisis dengan analisis jalur. Hasil penelitian menyimpulkan bahwa (1) kepemimpinan etis berpengaruh positif dan signifikan terhadap kinerja pegawai, (2) kepemimpinan etis berpengaruh positif dan signifikan terhadap locus of control pegawai, (3) locus of control berpengaruh positif dan signifikan terhadap kinerja pegawai, (4) Kepemimpinan etis berpengaruh positif dan signifikan terhadap kinerja melalui locus of control pegawai.

Kata kunci: Locus of Control, kepemimpinan etis, kinerja

Abstract

This study aims to analyze the role of Locus of Control as a mediator of the influence of ethical leadership on employee performance at the Development Planning, Research and Development Agency of Central Maluku Regency. This study uses a quantitative approach with an associative method and a survey with a cross-section technique. The population used in this study were all employees at the Baplitbangda of Central Maluku Regency, totaling 48 people, so the number of samples was determined by full sampling. Data were analyzed using path analysis. The results of the study concluded that (1) ethical leadership has a positive and significant effect on employee performance, (2) ethical leadership has a positive and significant effect on employee locus of control, (3) locus of control has a positive and significant effect on employee performance, (4) Ethical leadership has a positive and significant effect on performance through employee locus of control.

Key words: Locus of Control, ethical leadership, performance

INTRODUCTION

The Regional Development Planning, Research and Development Agency (BAPPLITBANGDA) of Central Maluku Regency is a technical institution within the Central Maluku Regency Government that carries out development planning affairs. The establishment of Baplitbangda of Central Maluku Regency is based on the Regional Regulation of Central Maluku Regency 04 of 2016 concerning the Composition of the Regional Apparatus of Central Maluku Regency. The Regional Development Planning, Research and Development Agency is based on the Regulation of the Regent of Central

Maluku Number 28 of 2017 concerning the Explanation of the Main Duties and Functions of the Regional Development Planning, Research and Development Agency which has the task of assisting the Regent in carrying out supporting functions for Government Affairs of Development Planning and Regional Research and Development. The implementation of these main tasks and functions is a measure of the success of the organization which is truly very dependent on the ability of management in making a plan and utilizing existing resources optimally.

Reliable and good human resources will be achieved if employee performance is always motivated and improved so that their productivity continues to increase. To achieve improved employee performance, education, development and management of expertise and skills as well as increasing knowledge of work, are priorities to be implemented in order to achieve professionalism in working which is also supported by organizational characteristics and employee discipline levels so that the service provided to customers can be more efficient and effective. For this reason, the assignment of tasks, responsibilities and authorities as well as certain positions to employees must be carried out in a planned manner by considering the potential and competencies they have.

According to Riana, I Gede, Made Suprpta (2015), performance is a work result achieved by a person in carrying out the tasks assigned to him based on his skills, experience, and sincerity. In another dimension, Saifullah (2020) stated that performance is a universal concept which is the operational effectiveness of an organization, organizational division, and its employees based on previously established standards and criteria. Thus, employee performance can be defined as a function of the interaction between ability and work motivation. Basically, employee performance can affect how much employees contribute to an organization.

There are six characteristics used in measuring employee performance, including: (1). Quality, the level of activity results carried out approaching perfection in the sense of adjusting several ideal ways of performing activities or meeting the expected goals of an activity; (2). Quantity, the number of amounts or results of work that can be completed expressed in terms of the number, units, and number of activity cycles completed; (3). Timeliness, the level of an activity completed at the expected initial time; (4). Effectiveness, the level of use of organizational resources is maximized to increase profits or reduce losses; (5). Independence, the level of employees being able to carry out their work functions without asking for support or guidance from supervisors and (6). Work commitment, the level of employees having a work commitment to the organization and employee responsibility towards the organization (Saifullah, 2020).

Ethical leadership has a close relationship with the performance of government employees because it influences the organizational culture and behavioral patterns applied. A leader who demonstrates integrity, honesty, and responsibility will provide a strong example for employees to develop adaptive performance (Napitupulu et al., 2021) ; (Na'im, 2022); (Ali, 2020); (Adawiyah et al., 2021). Ethical leadership also creates an inclusive work environment based on moral principles, where employees feel encouraged to adapt to change, take initiative, and contribute positively to organizational goals. Thus, ethical leadership not only influences individual employee behavior but also forms an organizational structure that supports adaptive performance, strengthens resilience, and increases the effectiveness of government agencies in facing ever-evolving dynamics (Domiyandra & Rivai, 2019), (Mulyadi, 2021), (Rizal et al., 2022).

Another internal factor that can affect a person's performance is personality. Many types of personality have been put forward by experts, one of which is locus of control which is divided into two, namely internal locus of control and external locus of control. Abdurrahman, Purnomo, & Jati (2019) proved that the internal locus of control personality has a significant positive effect on improving employee performance. Locus of control reflects a person's nature to believe more in control within themselves in their lives than being controlled by forces outside their personal, that locus of control both internal and external is the level at which an individual hopes that the results of their behavior depend on their own behavior or their personal characteristics. This is one way for employees not to experience interference in completing their work, because each individual feels that they can control themselves, they will be better able to control the consequences and what happens in the environment so that they will be more satisfied with the achievements made, because locus of control affects employee performance

Meanwhile, there are several previous studies according to (Darmawan et al., 2021) stating that there is a significant influence between locus of control and employee performance. However, this is different from (Haryanto & Suyasa, 2014) and (Hendri & Kirana, 2021b) who said that locus of control does not have a significant effect on employee performance.

METHOD

The research approach used is quantitative which starts from theory to data presentation in the form of numbers and analyzed statistically. Based on the level of explanation, this research is an associative research to determine the influence or relationship between two or more variables. Meanwhile, based on data collection, this research is a survey research conducted on large or small populations, but the data studied is data from samples taken from the population, to find relative events, distributions, and relationships between variables. Based on the type of data, the approach used in this study is cross section, namely the collection of research data carried out over a certain period of time. The population used in this study were all employees at BAPPLITBANGDA Central Maluku Regency as many as 48 people, so the number of samples was determined by full sampling, namely 48 people. The data analysis technique in this study uses descriptive analysis and path analysis. The path analysis model contained in the conceptual framework can be written as follows:

Substructure equation 1:

$$Y1 = \text{py1}. X1 + e1$$

Where :

Y1 = Locus of Control

X1 = Ethical Leadership

Py1.X1 = Path coefficient of X1

e1 = Unrevealed variable (error term)

Substructure equation 2 :

$$Y2 = \text{py2}. Y1 + \text{py2}. X1 + e2$$

Where :

Y2 = Employee Performance

Y1 = Locus of Control

X1 = Ethical Leadership

Py2.Y1 = Path coefficient of Y1

$\gamma_{2.X1}$ = Path coefficient of X_1

e_2 = Unrevealed variable (error term)

RESEARCH RESULTS

This study attempts to examine the extent to which the ethical leadership variable influences performance through the mediation of the locus of control variable. To determine the magnitude of the path coefficient between variables X and Z , as well as the path coefficient from Z to Y , can be seen in the following table:

Table 1
Path Analysis Statistical Test Results

Parameter structure	Path Coef (beta)	t. count.	t. table	Sig.	Decision
X to Z ($\gamma_{Z.X}$)	0,237	4,355	2,021	0,003	Accepted H_a
Z to Y ($\gamma_{Y.Z}$)	0,344	4,479	2,021	0,000	Accepted H_a
X to Y ($\gamma_{Y.X1}$)	0,278	2,614	2,021	0,001	Accepted H_a
R^2 (X, Z to Y)		0,927	F_{count}		29,366
R^2 (X to Z)		0,728	F_{count}		23,536

The results of the analysis in the table show that the path coefficient from the simultaneous test results is significant so that a decision can be taken to reject H_0 and accept H_1 which means it can be continued to individual testing. From the results of individual testing, for the first path, the path coefficient from variable X to Z is statistically significant, so H_0 is rejected and H_a is accepted. Likewise for the second path, the path coefficient from variable X_1 and Z to Y is significant. Furthermore, the results of the analysis in the table above are translated into a path diagram as in the following diagram:

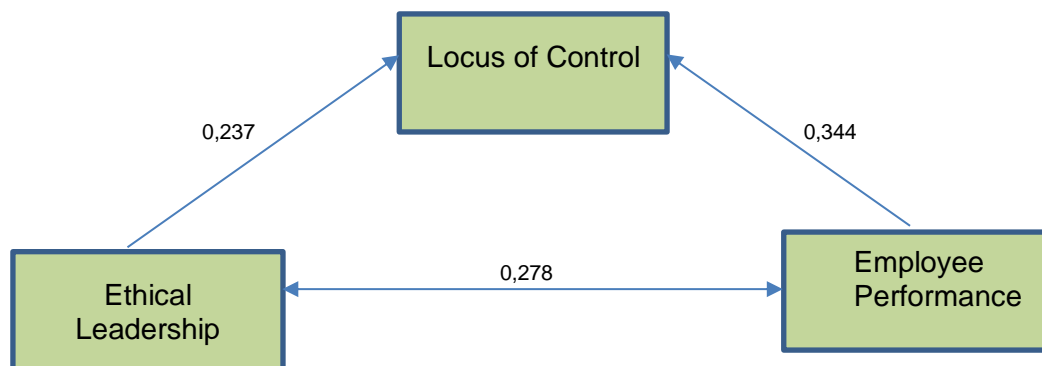


Figure 1
Structure of the Relationship Between Variable X and Variable Y through Intervening Variable Z

Based on the table and figure above, the direct and indirect influence of each variable can be explained as follows:

Table 2.
Direct and Indirect Influence of Ethical Leadership Variables on Locus of Control and Performance

Influence	Ethical Leadership (X)	Locus of Control (Z)
Direct to Z	0,056	-
Direct to Y	0,077	0,117
Indirect through Z	0,250	-
Total Influence	0,383	0,117

The table above shows that the largest direct influence is the influence of the locus of control variable on performance of 0.117; which shows that every 1 percent increase in ethical leadership will increase the locus of control of Bappelitbangda employees in Central Maluku Regency by 11.7%. Meanwhile, the direct influence of ethical leadership on performance is 0.077, which shows that every 1 percent increase in ethical leadership will increase employee performance by only 7.7%; assuming other variables are constant or do not change. Likewise, the direct influence of ethical leadership on locus of control is 0.056, which shows that every 1 percent increase in employee perceptions of ethical leadership will increase locus of control by only 5.6%; assuming other variables are constant or do not change.

The total influence of ethical leadership and locus of control variables is 38.3%, which shows that locus of control is a moderating variable that strengthens the influence of ethical leadership on the performance of Bappelitbangda employees in Central Maluku Regency. This means that employee performance will increase if ethical leadership practices are supported by a high locus of control.

Based on the results of the analysis above, it was obtained a direct influence of ethical leadership and locus of control on employee performance. Likewise, the indirect influence is mediated by locus of control. This indicates the role of the locus of control variable in moderating the influence of ethical leadership on performance. To test the significance of the role of locus of control in moderating the influence of ethical leadership on performance, the Sobel test can be conducted. In this test, the locus of control variable is declared significant in moderating the influence of ethical leadership on performance if the p value of the Sobel test results <0.05 .

Table 3
Sobel Test Results: The Role of Locus of Control Variables in Moderating the Influence of Ethical Leadership on Performance

Independent Variable	Dependent Variable	Moderating Variable	Nilai P Value	Note
Ethical Leadership	Performance	Locus of Control	0,000	Significant

Based on the results of the Sobel test above, a p value of 0.000 <0.05 was obtained, so it was concluded that locus of control was significant in moderating the influence of ethical leadership on performance.

DISCUSSION

1. Direct Influence of Ethical Leadership on Locus of Control

Based on the calculation above, it is known that the direct influence of ethical leadership on locus of control is 0.056 or 5.6% with a calculated t value $> t$ table value, namely $4.355 > 2.021$. This is also reinforced by a significance value of 0.000 which is smaller than the confidence level of 0.05. So the first hypothesis is accepted. This is in line with research of Mujiburrahman (2017) explaining that locus of control has a variety of relationships with ethical leadership. The assessment of each employee's locus of control is different because it is assessed through their respective perceptions. The perception of locus of control affects the attitudes and behavior of employees which are manifested, among others, in the perception of ethical leadership. Likewise (Logahan & Rahman, 2015) concluded that locus of control affects ethical leadership variables..

Locus of control is the degree to which an individual accepts events as part of his or her own behavior. Individuals who believe that they can influence outcomes or achievements through their own abilities, efforts, and skills are said to have an internal locus of control. While individuals who believe that outcomes or achievements are determined by forces outside themselves such as fate, luck, or other people, are said to have an external locus of control. Locus of control is one of the personality variables, which is defined as an individual's belief in their ability to control their own destiny (Mootalu et al., 2019). Locus of control indicates the degree to which individuals believe that behavior influences what happens to them. And locus of control can be divided into two, namely internal locus of control, where individuals believe that they control the events and consequences that affect their lives and external locus of control, where individuals believe that their achievements are the result of circumstances beyond their control. Locus of control is well related to several variables such as work stress, work ethic, job satisfaction and performance. Locus of control is a related variable that reflects a person's nature to believe more in control within themselves in their lives than being controlled by forces outside their personal (Setyowati, 2017).

Locus of control is the perception of how a person can control their destiny. Robbins and Judge also define locus of control as the level of a person's belief in controlling their destiny. From the various definitions explained above, it can be concluded that locus of control is a tendency that exists in every individual in responding to things that happen in their life, whether it is under their own control or something else outside of themselves (Hermawan & Kaban, 2014). Locus of control shows how much a person believes in the relationship between the actions taken and the results received (Hendri & Kirana, 2021a).

2. Direct Influence of Locus of Control on Performance

The direct influence of locus of control on performance is 0.117 or 11.7% with a calculated t value $> t$ table value, namely $4.479 > 2.021$. This is also reinforced by a significance value of 0.001 which is smaller than the confidence level of 0.05. So the second hypothesis is accepted. This is in line with research (Andini et al., 2019) that Internal Locus Of Control is related to increased performance and internal Locus Of Control should have a higher level than external Locus Of Control in an audit environment.

An organization must be able to control an event that often occurs so that the achievement of organizational goals can be achieved properly, because a good locus of control will have a positive impact on employees in improving employee performance. This

is one way for employees not to experience interference in completing their work, because each individual feels that they can control themselves, they will be better able to control the consequences and what happens in the environment so that they will feel more satisfied with the achievements that have been made, therefore locus of control greatly affects employee performance (Gunawan, 2020).

Individuals who have an internal locus of control show greater motivation, like competitive things, like to work hard, feel pressed for time and always want to try to be better than before, leading to higher achievement (Wahyuni et al., 2016). Internal locus of control is the assumption that everything that happens in a person's life is under the control of that person. Employees who have a high internal locus of control tend to be confident in their abilities to work. Someone who has a high level of internal locus of control also has a high level of performance (Abdurrahman et al., 2019).

Locus of control can influence audit performance for internal auditors and also external auditors. They will be confident in their ability to complete all their work which creates a sense of job satisfaction, besides that it can also improve their performance if the auditor has an internal locus of control (Arini & Ariyanto, 2018).

3. Direct Influence of Ethical Leadership on Performance

The direct influence of ethical leadership on performance is 0.077 or 7.7% with a calculated t value $> t$ table value, namely $2.614 > 2.021$. This is also reinforced by a significance value of 0.000 which is smaller than the confidence level of 0.05. So the third hypothesis is accepted. This is in line with research (Napitupulu et al., 2021) that ethical leadership is trusted to direct and guide members of the organization towards goals and objectives, which are beneficial to the organization, its members, other stakeholders, and society. Ethics are an inseparable part of creating effective leadership, so that it will have an impact on the atmosphere of the organization he leads and make the performance of his subordinates good and optimal. All of this requires a leadership figure who has high ethics and integrity, because leadership that has high ethics and integrity is able to increase the performance motivation of its subordinates (Na'im, 2022).

Ethical workers will be able to see challenges from different perspectives and are able to generate unconventional explanations, original options and new changes. These workers may also be willing to grapple with challenging or confusing tasks, ask questions, take risks, regardless of the possibility of making mistakes. An ethical worker tends to learn and question procedures and ways of doing things, because complex structural problems concerning business, economy and society require unconventional wisdom (Ali, 2020).

Ethical leadership as a moderator variable can affect symmetrical communication, leader credibility, and employee engagement. This reinforces that ethical leadership can affect employee engagement which can also affect employee performance (EP). Basically, between the team and the team's performance itself there is a positive correlation with employee engagement as well (Adawiyah et al., 2021)

Leadership that behaves ethically can encourage organizations to achieve their goals. Baldrige criteria explain that leaders manage organizations, visions, values, performance. Senior leaders encourage ethical behavior and high performance, ensure ethical policies of the organization. Employees behave positively with ethical leadership. This can improve employee behavior and be followed by work-related behavior. Senior leaders guide the organization, establish a vision, mission and communicate to achieve

high performance (Mulyadi, 2021).

The relationship between leaders and subordinates can be measured through employee assessments of the leaders' leadership style in directing and coaching their subordinates to carry out their work. Ethical leadership provides certain work-related resources to help employees complete their work effectively. These resources are positively related to work engagement because they provide employees with the assistance needed to complete their work (Domiyandra & Rivai, 2019). Appropriate ethical leadership behavior can increase integrity and social responsibility which can then help improve organizational performance and employee creativity (Wajong et al., 2020).

4. Indirect Effect of Ethical Leadership on Performance Through Locus of Control Moderator

The indirect effect of ethical leadership on performance through locus of control moderator is 0.250 or 25.0% with a p value in the Sobel test of 0.000 smaller than 0.05. This shows that locus of control is stated to be significant in moderating the influence of ethical leadership on performance. So the fourth hypothesis is accepted. This is in line with research (Wahyuni et al., 2016) that individuals who have an internal locus of control show greater motivation, like competitive things, like to work hard, feel pressed for time and always want to try better than the previous condition so that it leads to achieving higher achievements.

Internal locus of control is the assumption that everything that happens in a person's life is under the control of the person himself. Employees who have a high internal locus of control tend to be confident in their abilities to work. A person who has a high level of internal locus of control also has a high level of performance (Abdurrahman et al., 2019).

From the output of the research results above, the researcher stated that quantitatively, this research instrument has been valid and reliable and the results of the data normality test show that the data is normally distributed as required in the regression. While the results of the regression test show that without the locus of control variable, individual performance has shown a positive or good value. In terms of measuring the individual perception index for performance also shows good. The presence of the locus of control variable shows that the locus of control that is well managed by individuals will be able to improve individual performance that was previously good will become even better, this is supported by the existence of better individual performance measurements that also influence performance measurements in this study. Overall, locus of control makes a positive contribution to improving employee performance.

The concept of locus of control is part of social learning theory that concerns personality and represents general expectations regarding the problem of factors that determine success, praise, and punishment for a person's life, where self-control is a competency related to personal effectiveness in order to remain in the positive goals desired by individuals and/or organizations. (Hendri & Kirana, 2021b) defines locus of control as the highest level of confidence where individuals believe that they are the ones who determine their own destiny and future, where this will be an effort to encourage individuals to take responsibility, gain self-confidence and skills in carrying out work.

CONCLUSIONS

Based on the results of the analysis and discussion, the following conclusions were obtained:

1. Ethical leadership has a positive and significant effect on the performance of employees of the Development Planning, Research and Development Agency of Central Maluku Regency
2. Ethical leadership has a positive and significant effect on the locus of control of employees of the Development Planning, Research and Development Agency of Central Maluku Regency
3. Locus of control has a positive and significant effect on the performance of employees of the Development Planning, Research and Development Agency of Central Maluku Regency
4. Ethical leadership has a positive and significant effect on performance through the locus of control of employees of the Development Planning, Research and Development Agency of Central Maluku Regency

SUGGESTIONS

Based on the conclusions above, several things are suggested, namely:

1. Ethical leadership is practiced in a certain way to influence subordinates. Thus, subordinates feel trust, pride, loyalty and respect for their superiors, and they are motivated to do more than expected.
2. Internally, increasing locus of control through self-control when performing tasks so that they are able to perform tasks well. Externally, increasing locus of control through increasing the belief that the success of the work is not only from themselves but also because of external factors, for example because of the organization.
3. Improving employee performance through target achievement, quality of work, timeliness and adherence to organizational principles.

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