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Script You , referred to below , have reviewed for publication in The Journal of Distribution Science. Has found for Becomes interest potential .

MS #JDS-Dec-11-2021-255

THE IMPORTANCE OF EMPLOYEE REDISTRIBUTION IN INDONESIA'S SOUTH SULAWESI Universities

Unfortunately , the manuscript the no could received in its current form for published in The Journal of Distribution Science. reviewer has describe a number of deficiency and recommend revision big can _ make creation the suitable for publication .

Please edit the ENTIRE paper .

Comment reviewer included below _ and / or attached . If You ready and capable respond every comment critical reviewers , we will consider revised script . _ Please include letter introduction that discusses every points and show how script has revised . Also , as ingredient extra , please send copy manuscript with location proper revision . _

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Sincerely ,

Hee-Joong Hwang

Reviewer2 :

I value effort writer in prepare script . However manuscript the experience a number of limitations critical need _ repair before could received for published .

Abstract :

Temporary abstract is at in Required word limit by JDS, some areas require repair . For example , **the goal no clear (what means ' set ' concept ' ? A survey could check connection because result , but need be careful for refer survey as design study causal .**

Introduction :

While draft redistribution employee it seems be the core of script You , the author fail for arrange gap research centered around _ _ draft it . Remember that gap study no defined with good , novelty study no clear .

Overview References Literature review

no neat . Discussion about base underlying theory _ writer for choose draft study and formulate framework study still less . Not clear how writer get hypothesis from framework conceptual .

Draft redistribution employee no defined by adequate and reviewed repeat . It seems writer only try put related words with distribution .

Methodology

Authors _ not yet provide source for support justification for choice methodological . Can our have conclusion strong causal _ based on results survey ? Question study what will _ answered with secondary data ?

The other remaining parts

Due to the research model and methodology no allowed with fine , sure there is doubt on findings . By karen a that the remaining parts no reviewed in half this .

Writing

Papers need professional proofreading . The flow difficult followed .

Reviewer4

:

Dear author , I read creation You with very interesting .

However , I have worries for publish study this .

Part conclusion for study this very weak because no have implications , limitations , and part direction to front .

Please develop and repair conclusion You and also check return is everything follow the journal format code .

Accept love .

Reviewer5 :

1. No capital words required in a number of term such as : Locus of Control, Path Analysis ,...

2. Many error in system language , reference and quotes , especially sign read .

3. Section results analysis must focus on explanation statistics with more ways _ concise .

4. Hypothesis must submitted with clear show the problem that the author try complete

5. Research this only conducted with analysis regression with AMOS software. At least writer must mention instrument study and questionnaire in paper or give results size reliability for ensure validity and reliability of measurement

model 6. Duration survey must explained in the process of data collection as well as profession position / position . Information about respondent very limited .

7. By abstract , author mention about study this give implication academic and practical but on reality no grounded , even a number of proposed hypothesis _ in paper study no including in discussion (H1 , H2). Implication for institution education must more real and clear .

By overall , goal from study this required and could give solution for solve problems in human resources institutions education common , however article still have problem system language and method analysis . Effort has conducted for answer question research , but argument and organization need repair big . Incoming understanding _ sense about context displayed , but a number of points important no discussed .

Reviewer and Editor's Requirements and Recommendations

Responses and Comments or Rebuttals

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The Importance of Employees Redistribution in South Sulawesi Higher Educations, at Indonesia*

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Abstract

Purpose: This research is necessary and aims to provide solutions to solve for human resource problems in general-public educational institutions to improve employee performance. **Research design, data, and methods:** This study uses a quantitative approach with a survey method. Data were obtained through questionnaires and documentation. **Meanwhile, while** the model used is path analysis with Software using Analysis Moment Structure (AMOS) software. **Results:** Our Results showed that there was a significant relationship between locus of control and redistribution variables on employee empowerment as well as on employee performance. **This result, meaning implied** that good management through the locus of control and employee redistribution of employees in public organizations can be better able to serve the community and, as well as organizations. **A public change to be superior and demanded by the community to make it a good place to learn. Employees', with good behavior and increasing competence of employees can give satisfaction to satisfy** users of educational and sustainable institutions. **Conclusion:** To sum up, the scope of research on management development research on the development of locus of control and employee redistribution is of employees is needed to make public organizations, especially those engaged in education. This study provides academic implications by revealing that the locus of control factor and employee redistribution of employees in public organizations are needed to improve institutional services.

Keywords: Locus of Control, Employee Redistribution, Empowerment, Employee Performance

JEL Classification Code: A13, B55, D31, I23, J58

1. Introduction

Human resource management is one of the determining factors to improve employee performance. At this time, the role of employees in the organization has become very highly important and broad, and society is increasingly

appreciating employees as the main asset of the organization. **organization's main asset. In addition, Moreover, if an organization's the main goal is to achieve optimal efficiency, the work culture in the organization must have a promotional atmosphere. main goal is to achieve optimal efficiency, then the work culture in the**

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organization must have a promotional atmosphere in the organization. (Tohidian & Rahimian, 2019). In developed countries such as England, public organizations/bodies may report staff shortages due to and if they feel unable/inability to maintain adequate numbers resulted from, such as structural or facility changes. Moreover, this lack of experience of employees/employees' lack of experience leads to a high employee turnover rate as they tend to cancel their jobs and spend minimal time on their work. Organizations need to empower employees because their work experience matters. Employee-The empowerment is performed/done by exploring the possibilities that exist in employees' potentials. (Amundsen & Martinsen, 2015). In addition, public investment in education also has a positive effect on positively affects human capital, life expectancy does not affect human capital, and public spending on education also plays an important vital role in improving human resources. (H. Van Nguyen et al., 2020).

Employee empowerment aims to give employees the power to plan, control, and decide on the work they are responsible for (Biemann, Kearney, & Marggraf, 2015). Empowerment provided by the organization to its employees can later affect their job satisfaction and ultimately improve their performance (Sharma & Kirkman, 2015). In addition, Carsten, Uhl-Bien, and Huang, (2018) reveal two key factors that require employee empowerment. The first factor is to take advantage of the technology used in society because Advances in information technology today's advances in information technology have significantly replaced day-to-day operations with capital (Thewissen & Rueda, 2019). In addition, if employees feel empowered, customer satisfaction can be obtained through service capabilities.

Customer management is based on employee integrity, trust, support, respect, and partnership. It is an effort to serve and is perceived as an employee attitude. (Cheong et al., 2016). The importance of understanding employees to increase productivity must be reinforced by other factors related to employee empowerment itself. According to (Hao, He, and Long, (2018), employee empowerment cannot be separated from several the factors, that influence it, such as personality factors, job roles, organizational factors, and contextual factors, all These factors of which can affect employee attitudes towards achieving results. Locus of control is defined as the extent to which a person believes that they are the ones who determine the outcomes that occur in his life. People with an internal locus of control believe that they feel they have the ability to help their work and work environment. In short, so they can feel empowered.

The complexity of public services needed by the community is increasing both qualitatively and

quantitatively. In addition to Besides the need for professional and competent employees, the number of employees number is also sufficient to meet these demands; also required to meet these demands we also need employees. Public services in the product marketing department are influenced by three factors; caring, relationship, and service quality. They have a positive effect on customer satisfaction. (Chun & Park, 2018; Y. Kim, 2018; Chun and Park, 2018; M. H. Nguyen, Tran, & Huynh, 2019). Likewise, in the marketing of educational services, if the organizations provide the more complex the services, the need for that are usually provided, the more employees is also increasing are needed. Therefore, to improve customer satisfaction, it is important to an organization should improve service reliability, quality of interpersonal communication, and customer service, as well as an operations-based quality assurance system with public trust (Joshy, Peter Kumar, & Vakayil, 2020).

Bosowa University is a public education organization located in South Sulawesi, one of the regions in a province in Indonesia. The university functions to which has the characteristics and functions of the process of providing educational services and has have various professional groups to improve the quality of education. Currently, it attempts to adapt as a The University of Bosowa faces adaptation efforts to responded to external dynamics and integrate internal capacities while performing increasingly complex tasks. In the use of human resources, the university has carried out proper distribution. However, has been carried out but they seemingly does not pay attention to ignore the competence aspect so that employee performance is considered less not optimal. For this reason, so it is imperative necessary to redistribute the employees/labor and also look at other aspects. Based on the description above, it can be seen that personal factors, namely locus of control, can affect employee empowerment. Employee empowerment is also influenced by other management factors, namely employee redistribution, of employees which in turn can increase employee productivity.

Based on the description above, the present research is keen on investigating question is how the strategies to shape employees' locus of control and redistribute the employees to achieve employee empowerment. One of the plans of educational institutions is to regulate the number, distribution, and quality of employees in the organization employees' number, distribution, and quality in the organization. By managing employees, it can promote employee planning, including recruitment, placement, development, maintenance, and firing. In addition, such management, as well as can how to empower employees to improve the employees' performance of at Bosowa University employees. This research becomes serves as an input for decision-makers in the context of redistribution of

Commented [U1]: What is the second factor?

employees based on the attitude and quality of their commitment to the organization as well as employees based on the attitude and quality of their commitment to the organization and high academic qualifications. Therefore, so that public organizations can serve the community better.

2. Literature Review

2.1. Locus of Control

Locus of control is a person's attitude when explaining various behaviors. ~~because people~~ People with an internal locus of control ~~typically are people who~~ feel responsible for ~~certain specific~~ events. The result is a direct influence on their behavior. ~~Meanwhile, and~~ the external locus of control is those who often blame themselves for accidents, fate, environment, or other uncontrollable forces. ~~Furthermore,~~ According to (Ahn, (2015), the locus of control explains the individual's belief that ~~thean~~ individual can influence events related to his life. In this study, locus of control is operated as an internal and external component that measures one's beliefs about events that fall into one's life.

2.2. Employee Redistribution

The process of redistribution of employees is an integral part of the organization's human resource development process. Human resource development ~~itself~~ is a process that begins with the recruitment process, ~~followed by and~~ the development of coordination between the organization's strategy and the people it employs. Recruitment is carried out to attract and motivate people who have the highest qualifications to become employees and fulfill the organization's mission. The recruitment process ends with the acquisition of people who meet the requirements. ~~the~~ The employee's performance is not achieved in an agency due to the non-execution of rightsizing, namely the effort to organize organizational units with the number of employees in accordance with the needs in carrying out the main tasks and functions of the organization.

Employee redistribution is ~~an integral part inseparable from of~~ the employee distribution process. Wiryanto, ~~W~~ (2018) defines redistribution as pooling, the centralized movement of goods and services, which involves the process of collecting back from the members of a group through the center, and redistributing them to members of the group. In this context, redistribution of employees means ~~the transfer of transferring~~ human resources or employees from one institution to another with certain considerations. Thus, one of the programs to improve employee performance is structuring the number and quality of employees. Redistribution by paying attention to employee education can improve services to the community. With ~~the~~

existence of employee levies in an organization, ~~the organization values human resources in accordance with employee levies in an organization, the organization assesses human resources according to~~ their education and competence.

Employee reassignment is primarily an integral part of the employee reassignment process. In public organizations, employee transfer means ~~the transfer of transferring~~ human resources or employees from one institution to another with certain considerations. Relocation can be done properly and with good results if various capacity-building activities have been carried out beforehand. In addition, employee transfers can be carried out through workload analysis and work analysis. The effectiveness of this research can be achieved in the form of (1) job profiles for each job, (2) workload estimates for each individual, position, and work unit, and (3) ~~(The number of employees neededs~~ per position and work unit.

2.3. Employee Empowerment

~~In (Theoretically,~~ the term empowerment ~~can be is~~ interpreted as giving leadership responsibility to individuals or individuals to make decisions (Lorinkova & Perry, 2017). Empowerment means that individuals need to act flexibly according to the assigned tasks and take responsibility for their actions. (Hill and Bartol, (2016), ~~e~~ Explain that empowerment is not only to empower a person, but also the process of liberating a person from a rigid environmental structure. ~~As we all know, empowerment,~~ it encourages active interaction, dares to take the initiative, and vice versa. ~~It,~~ creates ~~ing~~ conditions for others to react freely, independently, and responsibly.

~~More recently, The results of the empowerment study (M-~~ Kim and Beehr, (2018) define empowerment as an assessment of a task that can affect employee motivation in the entire work environment from the empowerment dimension. The empowerment dimension reflects a person's perception of his job role, ~~which affects affecting their job~~ motivation. ~~In their study, they classify There are~~ four dimensions of empowerment, namely (1) relevance, (2) competence, (3) choice, and (4) influence. ~~In addition, Lee,~~ Chiaburu, and Kirkman (2017) ~~ad~~ explain that traditional empowerment is defined as motivation, while the new empowerment paradigm explains how the leader's transformational charisma becomes energy for people to achieve organizational goals. Employee empowerment is needed ~~not only to increase job satisfaction but also to~~ increase job satisfaction and build the relationship between transformational leadership and employee job satisfaction. (Choi et al., 2016). The effects of transformational leadership on psychological empowerment and organizational commitment, ~~which in turn has a significant impact significantly impact~~ employees' willingness to

share knowledge. Transformational leadership only affects the willingness of employees to share knowledge (Han et al., 2016; Imawati & Prasetyo, 2020). These results indicate that employee attitudes, especially organizational commitment, play an important role in promoting the willingness to share knowledge among employees' willingness to share knowledge.

2.4. Employee Performance

Employee performance is the result achieved by workers according to the standards or standards that have been set by the organization. Management to achieve high employee performance is primarily aimed at improving the performance of the entire organization. According to Martini et al; (2018), factors that affect employee performance include organizational strategy (targets), situational constraints (organizational culture and economic conditions), and individual attributes (skills and abilities).

These three factors influence and create individual behavior, which in turn affects employee performance. In addition, employee performance is a function of the interaction between ability and motivation. According to (McGee; (2015), the purpose of setting performance goals is not only to evaluate end-of-term performance but also to set goals that help manage work processes during the period. Employee performance is related to the process of carrying out one's duties by the responsibilities they one have has. In other words, so it is not related to outcomes in the economic sense where the employee works. This performance includes employee performance in setting and work goals; achieving work goals, work methods, and employee characteristics (Miner; 2007; Lee, 2019; Miner, 2007).

Employee performance is an evaluation of the employee's contribution to the achievement of goals in the organization.

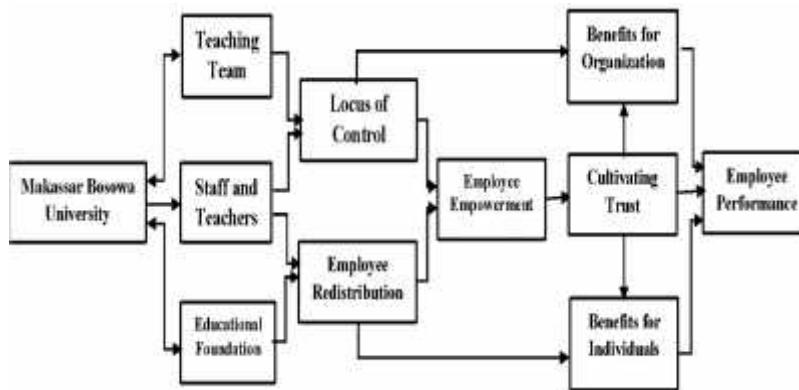


Figure 1: Conceptual Framework

H1: Locus of control affects employee empowerment

2.5. Hypothesis

Based on the description given in the introduction, this research study aims to identify the supporting factors for employee empowerment and to determine the extent to which determine how other factors affect employee performance at the Bosowa University of Bosowa, South Sulawesi province, Indonesia. with The research proposes the following research hypothesis:

This hypothesis is concerned with how employees are held keep accountable for activities that occur within or beyond their control. Locus of control plays an important role in the overall effectiveness of employees. It can be achieved by Ccreating a good work environment for the organization to support psychological well-being, strengthen social support between superiors and employees of the organization, reduce work stress, and improve work-related behavior. (Giao, Vuong, & Tushar, 2020). Good relationships with co-workers can increase locus of control

so as to thereby reducing stress levels during activities (Ng & Feldman, 2011). Therefore, if one can increase the locus of control, it can have a significant impact on employee empowerment while performing the assigned tasks.

H2: Employee redistribution affects employee empowerment

Organizations need to redistribute employees based on the needs of work units so that good teamwork is built/created between employees. The effect of distributional teamwork is positive and significant, with results confirming that employee education and training have a significant positive impact on organizational commitment. These results are expected to be useful suggestions for leadership in the higher education sector. The results help them to increase employee organizational commitment, with a focus/focusing on employee empowerment, learning, and teamwork. (Haeussler & Sauermaann, 2020).

Increasing trust through delegation in a work environment conducive to the division of labor is one way to increase team productivity. (Martínez-Alvarez, 2019; Meier, Stephenson & Perkowski, 2019; Martínez-Alvarez, 2019). As argued earlier, in addition to excessive workload and the psychological burden often cause negative effects for employees, such as it is also manifested in the form of job dissatisfaction, pressure, fatigue, intention to change careers, and a strong desire to move. (Arroyo-Laguna, 2020). The focus on research has increased the reallocation of employees who collectively participate in employee empowerment, and the analysis provides insights to prepare employees to further improve performance/improve performance further.

H3: Employee empowerment affects employee performance

This study focuses on analyzing the psychological dimensions of empowerment, not on initiatives to empower specific organizations, about organizational commitment. Impact and significance measures are important predictors of employee commitment to an organization; (Ibrahim, 2020). Empowerment plays an important role in linking job flexibility and job satisfaction. (Rajalingam & Jauhar, 2015). This study presents practical findings to understand the importance of psychological and structural opportunities for better overall performance (Abid & Ahmed, 2020). Based on the theoretical framework that has been described previously, the hypothesis of this research can be formulated as follows: There is a positive influence of empowerment on employee productivity. Thus, the more authority is given, the higher the productivity is.

H4: Locus of control affects employee performance

Employees' attitudes and self-confidence towards the organization have a positive impact on improving organizational performance. Self-efficacy has the greatest impact on job satisfaction. The behavioral indicators of this particular employee attitude include passion and patience. Organizations need to establish good relationships with their employees to increase job satisfaction so that they can compete in the face of with globalization. (Veri, Ridwan, & Lasman, 2019). A person's belief in the ability to perform a particular task, some people believe that if the job goes well, they will get/receive a positive reaction and increase their self-confidence. The importance of coordinating employee values and management depends on the practices in influencing positive employee behavior. (Al-Hawari, Quratlain, & Melhem, 2021). Thus it can be assumed that if someone can increase locus of control, it can have an influence on/influence the performance of employees in carrying out their duties and improve the performance of the educational institution where they work.

H5: Employee redistribution affects employee performance

Redistribution of employees in an organization has an impact on employee performance. It, namely by the distribution expected by the organization, affects empowerment which can be based on the abilities and competencies acquired in organizational behavior or learning culture. (Potnuru, Sahoo, and Sharma (2019) believe that organizational learning culture significantly strengthens the relationship between the team building and empowers employee empowerment on employee abilities. (Potnuru, Sahoo and Sharma, 2019). With the redistribution of employees, the ability of employees to innovate in carrying out their duties and responsibilities can be improved. Innovative work behavior. The research and found that there is found a significant positive correlation between changes in leadership and transaction patterns with innovative work behavior. (Sparks, McCann, and Sparks, 2019). Therefore, it can be assumed that the redistribution of employees based on their abilities has an impact on may affect employee performance.

3. Methodology

3.1. Participants and Data Collection

This research was conducted using the principles of belongs to the type of causal research design. It strived, which is to identify the causal relationship between the variables in the study, and to find the actual type of facts to help understand and predict the relationship of the questions

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asked questions' relationship. The problems in this research researcher was were recommended by the predecessors, and thus new facts were needed. The research used a survey method and involved. The technique used in this study to determine a saturated sample of 200 employees is the survey method to participate. To take part in this research, the samples must meet several criteria, such as interviewed are permanent workers; who have served at least one year, employees, and employees who held educational foundations. The sample was selected based on these criteria because workers who have worked for at least one year and have become permanent workers are were considered to have sufficient work experience to be able to answer the questionnaire issued according to the actual situation without any engineering.

This research also divided the types of collected data into two, namely primary and secondary data. The for this study: (1) Primary data were taken from the questionnaire that consisted of is a string list of questions given by investigators. The respondents filled out the questionnaire and the method of data collection is filled out by respondents by checking the statements that were true and best described themselves; and the sources of data used were are from employees and employees of the Foundation. Meanwhile, (2) the secondary data contained information that existed and was owned by other parties. The data were manifested is in the form of information regarding the

profiles of the relevant agency, organizational structure, data on the number of existing employees, attendance data, and employee entry/exit data.

3.2. Measurement

The research hypotheses were empirically tested of research hypotheses using tiered regression analysis model, hierarchical regression model in the form of Moment Structure Analysis (AMOS) software. Currently, with the moment structure analysis software is currently more widely used to explain the interdependence of several variables related to many variables. By looking at the critical ratio t-test of the regression parameters in the model, hierarchical regression testing or structural equation modeling is was used for hypothesis testing. In the path analysis diagram, the first step is to develop a research model with strong theoretical support through various literature reviews from scientific sources related to the developed model. The basic assumption of the model is that some variables have a very close relationship with each other. After that, determine the path analysis model based on the paradigm of the relationship between variables as follows:

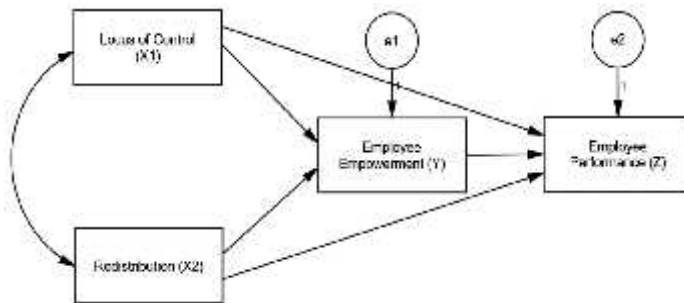


Figure 2: Path analysis model

$$Y = \beta_1 X_1 + \beta_2 X_2 + e_1 \quad (1)$$

$$Z = \beta_3 Y + \beta_4 X_1 + \beta_5 X_2 + e_2 \quad (2)$$

3.3. Test of Validity and Reliability

The validity of the measuring instrument shows the extent to which the data collected does not deviate from the

description of the variable in question. In order to verify the validity or not of an instrument, the indicator can be known by comparing the Pearson product-moment correlation index is usually compared with a significant level of 5%.

Table 1: Validity Test Results

Variable	Indicator	Value		Result
		Correlation (r)	Sig	
Locus of Control	X _{1,1}	0.509	0.002	Valid
	X _{1,2}	0.714	0.000	Valid
	X _{1,3}	0.704	0.000	Valid
	X _{1,4}	0.583	0.000	Valid
	X _{1,5}	0.545	0.001	Valid
Redistribution	X _{2,1}	0.652	0.000	Valid
	X _{2,2}	0.513	0.001	Valid
	X _{2,3}	0.479	0.003	Valid
	X _{2,4}	0.560	0.000	Valid
	X _{2,5}	0.637	0.000	Valid
Employee Empowerment	Y ₁	0.535	0.001	Valid
	Y ₂	0.762	0.000	Valid
	Y ₃	0.583	0.000	Valid
	Y ₄	0.690	0.000	Valid
	Y ₅	0.791	0.000	Valid
Employee Performance	Z ₁	0.552	0.000	Valid
	Z ₂	0.759	0.000	Valid
	Z ₃	0.636	0.000	Valid
	Z ₄	0.570	0.000	Valid
	Z ₅	0.673	0.000	Valid

From the table above, Table 1 - it can be seen illustrates that all indicators have a correlation coefficient value (r) > 0.30 and sig < 0.05, meaning that all statements used in the study are declared valid and feasible to be used for all targeted respondents.

Furthermore, The requirements for reliable data are the Cronbach Alpha of 0.60. In this research, The results of the reliability test of each variable yielded are as the following:

Table 2: Test of Reliability Results

Variable	Value Cronbach's Alpha	Value Standard	Result
Locus of Control	0.754	0.60	Reliable
Redistribution	0.853	0.60	Reliable
Employee Empowerment	0.774	0.60	Reliable
Employee Performance	0.782	0.60	Reliable

Based on table 2 it can be seen Table 2 presents that the Cronbach's Alpha value of each variable is greater than the standard value. Thus, all variables in this research are reliable for use in research.

4. Results

4.1. Demography of Respondent

This research involved 200 respondents. The data consisted of 87 men and 113 women. The data were collected from using questionnaires, distributed to 200 respondents. This section describes the respondents' characteristics of respondents who are served as employees

of educational institutions at Bosowa the University of Bosowa-Makassar. Because Given that the performance trends of each individual are fundamentally different, the characteristics of these respondents need to be considered (Saleh et al, 2020). Individual characteristics used to identify the characteristics of respondents in this survey included age and education.

Table 3: Respondents by Age

No	Employee Age	Number of employees	Percent (%)
1.	20 - 30	56	28,00
2.	31 - 40	45	22,50
3.	41 - 50	41	20,50
4.	51 - 60	58	29,00
Total		200	100

From the table above, Table 3 provides we can see that most of the employees, including lecturers and other staff at Bosowa the University of Bosowa-Makassar, South Sulawesi, are were at a productive working ages, which couldan-which supports performance. At a productive working age, employees tend to be motivated and empowered. In addition, there is a need for a level of education is needed to support the level of employee productivity-of employees levels who serve the community. This research then found that intellectual ability played a bigger more role in complex tasks because the level of education indirectly showed the intellectual abilities it has. In this research, Employee performance tends-tended to increase if there is was a match between work and abilities. However, but if the work and abilities did not match, the performance still existed, re is no match between work and abilities, there is performance, but it is was not organizationally efficient. Additionally, and there was a decline in employee empowerment. An overview of the identity of respondents based on education level and employee empowerment can be seen in figure 2-3 below:

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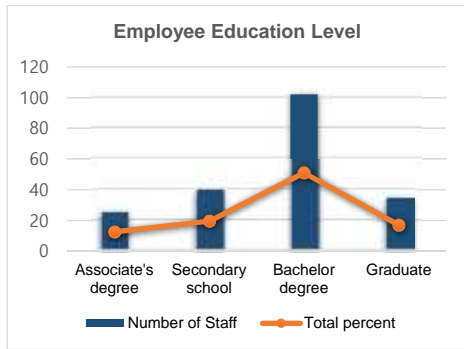


Figure 3: Employee Education Level, University of Bosowa, South Sulawesi, 2021

The Bosowa University educational institution in Makassar, South Sulawesi, is one of the leading and growing educational institutions in eastern Indonesia with more than 200 employees. Usually, universities are more interested in serving their users. In fact, good service is largely determined by the education of their employees. Figure 3 above describes From the data shown in the graph, it can be seen that more than half (51%) of the number of the employees held with a bachelor's degree, which was equal to 102 respondents's education is 102 (51%). Meanwhile, and the number of employees with higher education at the master's level is was 34 respondents (17%). In other words, The educational level of employees at Bosowathe University of Bosowa Makassar is quite relatively high on average. In addition, the university is higher education provides knowledge and insight to employees. The employees were equipped with strategies to serve users of this institution; and to further improve services at this public institution in the future improve their services in the future. Therefore, it is necessary to redistribution of employees as expected by the organization.

4.2. Statistical Result

The process of data analysis and research results (hypothesis testing) explains data analysis and research results (hypothesis testing) explain the analytical steps used in this research. Following that, the results of data analysis using Path Analysis with Software Analysis Moment Structure (AMOS) are illustrated as follows:

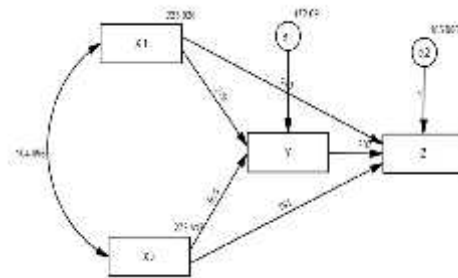


Figure 4: Result Path Analysis, 2021

Description: X1=Locus of Control, X2=Employee Redistribution Y=Employee Empowerment, and Z=Employee Performance

From the results of the processed data above can indicate, it can be seen whether the effect isof significant or not, which is known from the P-value. The significance (alpha=) used here wasis 0.05. If the P-value is less than 0.05, then the hypothesis is accepted. The complete results of the hypothesis of the influence between variables can be seen in the following table 4:

Table 4: Summary of Regression Weights Path Analysis with AMOS

Direct Influence	Estimate	Standard Error	P-Value	R-Square
Y ← X1	0.219	0.067	0.001	0.412
Y ← X2	0.555	0.062	****	
Z ← Y	0.207	0.067	0.002	0.255
Z ← X1	0.143	0.065	0.028	
Z ← X2	0.191	0.070	0.006	

In the This statistical data were processed to answer the first hypothesis. The data generated, the estimated value of the regression weighting factor parameter between locus of control on employee empowerment, which was is 0.219, and wWhen the relationship between the two variables wasis tested, the estimated value is was 0.001. The probability value (p<0.05) is was displayed. This research found that Tthe value of 0.219 supported H1 because there iswas a significant positive relationship between locus of control and employee empowerment. This finding iswas reinforced by the results of data processing result. The result which showeds that the probability value of 0.001 meets the requirements of less than 0.05. Further, and the estimate of 0.219 lookeds in the positive direction so that the positive locus of control is was significant for employees-. When the empowerment was higher, such asThe higher the empowerment, namely the locus of control owned by the employee, the greater the empowerment would be greater.

Meanwhile, to answer the second hypothesis from

statistically processed data, the estimated parameter value of the regression weighting factor between employee redistribution and employee empowerment was is-known-to be 0.555. Testing the relationship between two variables gave an estimate of 0.000 ($p < 0.05$) of 0.555. Therefore, ~~so~~ H2 was supported. The findings reaffirmed This is because there is a significant positive relationship between employee redistribution and employee empowerment. This finding was supported is reinforced by the results of data processing which showed that the probability value of 0.000 meets-matched the requirements of less than 0.05. and Additionally, the estimated value of 0.555 looked in the positive direction. Therefore, it can be concluded that employee redistribution has a significant positive effect on employee empowerment. In other words, if the employee distribution was higher, then the employee empowerment would be higher too. The higher the redistribution of employees owned by an employee, the higher the empowerment of the employee.

Meanwhile, the next finding confirmed that there was a relationship between employee empowerment and employee performance. To prove the hypothesis,

To prove the third hypothesis that there is a relationship between employee empowerment and employee performance, it can be seen from the results of statistical processing were presented, using, namely the estimated parameter value of the regression weight coefficient of employee empowerment and employee performance is by 0.207. Testing the relationship between these two variables showed that the probability of the estimated value of 0.207 is was 0.002 ($p > 0.05$). The research finding supported H3, because confirming employee empowerment to have has a significant effect on employee performance. Based on the results of processed data, processing confirmed this, indicating that the probability of 0.002 fulfilled meetings the requirements was of < 0.05 . Therefore, it can be concluded that the hypothesis that that employee empowerment has a significant effect on employee performance has been proven. It is evidenced that namely the higher the employee empowerment, the higher the employee performance.

The fourth hypothesis is that statistical results prove claims that locus of control has a direct effect on employee performance. In other words, the estimated value of the regression weighting factor parameter for employee performance between locus of control is was 0.143, and when the relationship between the two variables is was tested, the probability value of 0.028 ($p < 0.05$) is was estimated from 0.143 to the locus of control. Thus, H4 was supported because there was a relationship significant positive relationship between employee performance. This finding is was reinforced by the results of data processing which showed that the probability value of 0.028 meeting the requirements of is less than 0.05. Further, and the

estimate of 0.143 looked in a positive direction so that the positive locus of control is was significant for employees. Therefore, the higher the locus of control an employee has, the better the employee's performance.

Based on From the results of statistical processing analysis, it can be seen that the hypothesis about the relationship between employee retribution and employee performance is the parameter value of the estimated coefficient of employee redistribution weight and employee performance regression of 0.191. Testing the relationship test between the two variables showed that the probability was 0.006 ($p < 0.05$). Compared to the estimated value of 0.191, H5 was supported because employee redistribution had a significant effect on employee performance. The results of data processing confirmed this, t. The probability value of 0.006 meets the requirements < 0.05 . The and the positive direction can be seen from the estimated value of 0.191. Hence, So it can be concluded that the employee redistribution hypothesis has a significant effect on employee performance. While the results of the coefficient of determination coefficient of determination results explained that Hocus of cControl and employee redistribution were able to explain variations in employee empowerment variables of 0.412, then directly the results of the analysis obtained showed that locus of control and employee redistribution were able to explain variations in employee performance of could explain variations in employee empowerment variables of 0.412, the results of the analysis showed that locus of control and employee redistribution could explain variations in employee performance by 0.255.

5. Discussion

5.1. Locus of Control and Employee Redistribution Employee Empowerment

Based on the problems and the first and second hypotheses, the results of data analysis have significant values, namely called the locus of control variable and employee redistribution on employee empowerment. This meaning that in a human resource organization that has with a locus of control and the results of employee redistribution, namely the placement according to the knowledge and skills owned by the employee, the employee can be empowered to improve services to the community who carry out educational activities at the organization, like namely the Bosowa University of Bosowa.

Empowerment is one of the strategies in improving human resources by giving responsibility and authority to employees, which later is expected to enable them to achieve higher performance. Employee empowerment is one of the efforts to create a safe and comfortable work

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environment so that employees can make employees give an optimal contribution to the organization. Employee empowerment is expected to improve employees' morale and quality which in turn affects the employees themselves. Good empowerment to the community in the form of service is one form of activity that can increase the motivation of people who attend education. These services are in the form of providing educational facilities such as comfortable rooms, fast administrative services, and adequate provision of educational equipment.

5.2. Locus of Control and Employee Redistribution are Relations Associated with Employee Performance

The Results of the hypothesis testing this hypothesis prove that locus of control has a significant positive effect on employee performance. This means that the higher the locus of control an employee has, the higher the level of performance of the employee's level of performance. In other words, This means that the hypothesis that the locus of control of educational institutions at Bosowa University of Bosowa has a significant positive effect on employee performance, is proven to have a positive effect on control points on employee performance. This indicates that the control point factor is a characteristic of the relationship between organizational members and their organization. Decisions have an impact, and impact whether an individual's continued membership in the organization is significantly related to employee performance.

The results of this study are by the concepts and results of research (Heywood, Jirjahn, & Starving, 2017; Mulki & Lassk, 2019). The research reveals, which show that locus of control has a positive impact on positively impacts employee performance and lives. All of them must be accompanied by actions or activities that can show that they can control everything that happens in life, such as giving them the responsibility and freedom to make decisions and take action. Hence, so that employees feel that their work is theirs and theirs is their duty and responsibility.

In an organization, there must be an arrangement of employees. The concept of arrangement includes the arrangement about quantity and quality. Quantitatively, structuring the arrangement can be done made by redistributing employees, leaving employees with jobs and posting statuses, and optimizing employee performance. Meanwhile, the quality-related design includes improving employee skills to minimize skills gaps and target-oriented work results. However, precautions should be taken as delays may result in staff failure not having to meet.

Several factors need to be considered when redistributing employees. The first consideration involves, including (1) (+). Employee-employee motivation and

improving the function of human resource management in the public sector. It is a sustainable development process. In fact, Society needs effective public employees to provide public services. Many experts agree that one of the most important aspects of the public sector is the employees' motivation of public sector employees. According to Adrian Ritz and Oliver Neumann (2016), believes that public sector motivation is related to the activities, organizational activities, and responsibilities of public sector workers. The second consideration is (2). Job satisfaction. Today's public sector organizations are increasingly interested in human resource management such as performance management, performance benefits, employee evaluation, and employee satisfaction. Employee satisfaction can be defined as an overall feeling for work or a set of related attitudes. Regarding various aspects of work (Al-badareen, 2020; Muna, Zain, Shaju 2017; Al-badareen, 2020), employee satisfaction is an important aspect that can provide an overview of employees' thoughts about a job or workplace. (3). Employee ability is placed as the third consideration. It is a trait or characteristic that distinguishes an employee from others, such as knowledge, skills, abilities, and personality. The ability of an organization An organization's ability is how it can be integrated into the systems and organizational structures that exist within the organization. Employee competence needs to be considered in employee redistribution because it must be adjusted to the needs of the organization organization's needs. (Marqués-Sevillano and Rosello-Villalonga, 2004). Redistribution of employees based on competence is following follows a classic philosophy; the right man in the right place. The redistribution, therefore, should which places employees in the right positions. This can happen if an organization is very concerned about human resource management by paying attention to the redistribution of redistributing employees and placing them according to their skills and competencies.

5.3. Employee Empowerment Relation to Employee Performance

The results of testing the employee empowerment hypothesis prove that it has a significant effect on employee performance at the Bosowa University, of Bosowa-Makassar. This is because Employee empowerment can help further improve employee performance. After all, employees already have a locus of control and are redistributed according to required the work, required. This means that the hypothesis that empowerment has a significant positive effect on employee performance is proven. The results of this study generally strengthen the concept and results of the earlier studies (Abualoush et al., 2016; Sundaray, 2018; Abualoush et al., 2016). In other words, This shows that with the empowerment process, employees have the freedom to

make decisions and take action so that employees feel that their work is theirs. They become, their responsibility more responsible and they know the position in which they work. In addition, they and have some control over their work.

These research findings have the potential to can assist decision-makers in public institutions in many ways. For example, the findings help them to develop strategies to improve employee competence, formulate effective human resource development interventions, and improve employee capabilities in terms of providing services to the public using educational institutions, achieving the desired organizational goals, and objectives. However, the present research still has several limitations/ implications. First, of the study, namely, this research were was conducted at higher education institutions which only looked at the point of view of that only looked at how locus of control and employee redistribution on improving/improve employee performance. Second, it did not seeing the use of information technology in terms of to improve services to the community. Hence, so it is hoped that other researchers are hoped will to complement the results of this study by including the information technology variables of the use of aiming information technology in service to serve the community.

6. Conclusions

The role of human resources in an organization, including educational organizations, is very important. However, it is important to note that, and these human resources can be optimal if managed properly. Education managers need to apply the principles of human resource management. The role of humans in an organization plays an important role in improving organizational performance. Educational institutions such as Bosowa Makassar University in South Sulawesi Indonesia, are is one of the educational institutions in Indonesia that are interested in developing human resources, namely developing their abilities through training and education. This study shows that locus of control and employee redistribution can increase employee empowerment. As a result, they have a responsibility to serve the community for higher education in South Sulawesi, Indonesia.

The locus of control owned by individuals is capital in developing organizations, especially educational organizations. This is very necessary-critical because self-confidence can improve services to the community. Meanwhile, redistribution of employees with various knowledge and skills is needed as a form of evaluation of the distribution of workers in an organization, w. With the placement of workers according to their work, educational institutions can become a place for of learning that is are in great demand/demanded by the wider community.

The management system developed in an organization can not only anticipates existing organizational problems but also sees the conditions of public services that are always changing along with the development of science and technology. Human resources who have the locus of control and competence through redistribution of employees can be empowered. Therefore, so that the skills of human resources with skills obtained from education and training can be well distributed throughout the organization, thus Thus, ensuring the concept of redistribution of employees can run effectively and efficiently. To predict competition from Indonesian and global educational institutions and even the world, it is necessary to pay attention to how human resources use technology properly. This can be achieved if the management of educational institutions can be empowered based on their trust and knowledge. Therefore, so that in the future higher education institutions can become superior institutions and can produce strong outputs with the management capabilities and technical skills needed in the job market.

The program implementation aiming of the program to increase locus of control and employee redistribution of employees at the University of Bosowa requires the awareness of employees at Bosowa University who have entered the criteria for the locus of control and redistribution of employees to accept and carry out tasks at the the university University of Bosowa with all its advantages and disadvantages.

7. References