

# The Effect of Locus of Control and Information Technology Utilization on Employee Performance with Job Satisfaction as A Indicator Mediation at The High Prosecutor's Office of Aceh

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## Abstract

This research aims to examine the influence of locus of control and Information Technology Utilization on employee performance, with job satisfaction as a mediating variable at the Aceh High Prosecutor's Office. The study population consists of all non-prosecutor or administrative functional employees at the Aceh High Prosecutor's Office, totaling 151 employees. The sample size was determined using a census technique, in which the entire population was included as the research sample. Accordingly, the final sample consisted of 151 employees. The findings of this study indicate that locus of control has a significant effect on job satisfaction, and the Information Technology Utilization also positively influences job satisfaction. Furthermore, both locus of control and the Information Technology Utilization significantly impact employee performance. Job satisfaction, in turn, has a direct positive effect on employee performance. Additionally, job satisfaction serves as a mediating variable in the relationship between locus of control and employee performance, as well as in the relationship between the Information Technology Utilization and employee performance.

**Keywords:** Employee Performance, Job Satisfaction, Locus of Control, Information Technology Utilization

## 1. Introduction

The Attorney General's Office of the Republic of Indonesia (AGO RI) is a key government institution that plays a crucial role in the country's justice system. As a law enforcement agency, the AGO is responsible for prosecuting legal violations at both national and regional levels. Additionally, the AGO carries out functions such as providing legal opinions, conducting investigations, and initiating inquiries into specific criminal cases. With a structured organization comprising various specialized divisions, the AGO is committed to executing its duties professionally and transparently to uphold justice and ensure legal certainty for society.

In fulfilling its functions, the Attorney General's Office of the Republic of Indonesia is committed to enhancing the integrity and professionalism of its prosecutors. To strengthen human resource capacity, various programs and initiatives have been implemented, including specialized training and competency development programs. Additionally, the AGO actively integrates information technology into the law enforcement process to enhance efficiency, transparency, and accountability. As a result, the AGO not only serves as a prosecutorial authority within the judicial system but also acts as an agent of change, contributing to legal reform and the advancement of Indonesia's justice system.

In the digital era, government agencies are required to leverage information technology to enhance efficiency and effectiveness in executing their duties and functions. As a key law enforcement institution in Indonesia, the Aceh High Prosecutor's Office is also subject to these demands. The strategic implementation of information technology can significantly improve employee performance, streamline administrative processes, and enhance transparency in public service delivery.

Understanding locus of control is essential, as it influences an individual's motivation, behavior, and satisfaction across various aspects of life, including workplace and educational settings. Employees with an external locus of control may feel less empowered when facing challenges at work, potentially leading to decreased performance. They tend to believe that their work outcomes are determined by external factors, such as organizational policies or external circumstances, rather than their own efforts. This perception can diminish motivation and commitment, ultimately affecting overall job performance. Therefore, a deeper understanding of locus of control can assist the management of the Aceh High Prosecutor's Office in formulating more effective human resource development strategies to enhance employee engagement and productivity.

Job satisfaction is a critical factor influencing employee performance. Employees who are satisfied with their jobs are more likely to be motivated, engaged, and committed to delivering their best performance. Conversely, job

dissatisfaction can result in reduced productivity and overall performance. Therefore, understanding the impact of locus of control and the utilization of information technology on employee job satisfaction at the Aceh High Prosecutor's Office is essential for developing effective management strategies aimed at enhancing workplace motivation and efficiency.

Enhanced job satisfaction resulting from the effective Information Technology Utilization also contributes to overall employee performance. Employees who are satisfied with their work environment and the technological tools available to them are more likely to engage in collaboration and innovation when completing tasks. Consequently, the relationship between information technology utilization, job satisfaction, and employee performance is interconnected, where improvements in one aspect can drive positive changes in others. This dynamic ultimately fosters a more efficient and productive work environment at the Aceh High Prosecutor's Office

In the context of the Aceh High Prosecutor's Office, the utilization of information technology is becoming increasingly vital, particularly in addressing the challenges of modernization and meeting public demands for faster and more transparent services. Employees with an internal locus of control are more likely to be proactive in leveraging information technology to enhance their performance. They believe that their efforts and initiatives directly influence their work outcomes, motivating them to adopt technological tools that improve efficiency and effectiveness in executing their responsibilities.

Information technology also enhances communication among employees, enabling more effective collaboration in task completion. Digital platforms that facilitate information exchange allow employees to work together more efficiently, minimize misunderstandings, and improve overall coordination. These factors contribute to higher job satisfaction, as employees feel more connected, supported, and engaged in their roles. Therefore, the strategic utilization of information technology serves as a key factor in fostering a more satisfying and productive work environment at the Aceh High Prosecutor's Office.

The utilization of information technology can minimize errors in data processing and accelerate administrative procedures, which is crucial in a dynamic work environment such as the High Prosecutor's Office. When employees are supported by reliable tools and systems, they are more likely to be motivated and committed to achieving organizational objectives. Therefore, the effective implementation of information technology not only enhances operational efficiency but also plays a significant role in improving overall employee performance within the institution.

On the other hand, employees with an external locus of control may feel less empowered when confronting workplace challenges, making them less likely to utilize information technology optimally. This reluctance can negatively affect their performance by limiting their ability to adapt to technological advancements and work efficiently. Therefore, it is essential to examine the relationship between locus of control and the adoption of information technology, as well as its broader impact on employee performance. Understanding this dynamic can provide valuable insights for developing strategies to enhance technology utilization and overall productivity.

## **2. Literature Review**

### **2.1. Employee Performance**

The success or failure of an organization in fulfilling its functions is largely determined by employee performance. Employee performance refers to the extent to which individuals effectively and efficiently execute their assigned tasks and responsibilities within the workplace (Mangkunegara, 2016). This performance encompasses various dimensions, including work quality, productivity, adherence to deadlines, and compliance with organizational standards (Rivai & Mukti, 2018). Thus, employee performance is not solely measured by the quantity of work completed but also by the quality of output and its contribution to achieving organizational objectives.

Therefore, organizations must cultivate a supportive work environment and recognize employee achievements to enhance motivation and performance. A comprehensive understanding of employee performance enables organizations to develop effective strategies aimed at increasing productivity and achieving their desired objectives (Pangestu et al., 2022).

According to (Pangestu et al., 2022) identify several key indicators that influence employee performance, namely:

1. Quantity of work
2. Quality of work
3. Reliability
4. Initiative

### **2.2. Job Satisfaction**

Employee job satisfaction can be defined as the sense of fulfillment and contentment individuals experience in performing their duties and responsibilities at work. According to (Ainley & Carstens, 2018), job satisfaction reflects employees' positive experiences related to their work. The level of job satisfaction indicates the extent to which

employees value and enjoy their roles, as well as their level of engagement in workplace activities (Robbins & Judge, 2017).

Job satisfaction also has a significant impact on employees' mental and emotional well-being, making it a crucial factor in fostering a productive work environment (Sutrisno et al., 2018). Various factors influence job satisfaction, including working conditions, management practices, and career development opportunities (Firli & Kuswinarno, 2024). Employees who feel valued and supported by their supervisors and colleagues tend to experience higher levels of job satisfaction. Conversely, dissatisfaction may arise from a lack of recognition, excessive workload, or interpersonal conflicts, potentially leading to decreased motivation and overall performance (Fitri et al., 2018).

Based on the previously explained definition, job satisfaction refers to an individual's feelings and evaluations of their work, particularly concerning their working conditions and the extent to which their job meets their expectations, needs, and desires. According to (Fitri et al., 2018), Satisfaction indicators include:

- a. Work itself
- b. Responsibility
- c. Supervision
- d. Relationship
- e. Organizational policy/Company Policy

### **2.3 Locus of Control**

Locus of control is a personality variable that refers to an individual's belief regarding their ability to control their destiny or life events. It reflects the extent to which a person assumes personal responsibility for the outcomes they experience (Wijaya & Puspita, 2024). Individuals with an internal locus of control believe that their actions directly influence their success or failure, whereas those with an external locus of control attribute their experiences to external factors such as fate, luck, or organizational policies. Meanwhile, according to (Malik et al., 2014), locus of control is a personality trait that describes an individual's perception of the factors that determine the causes of life events.

According to (Amirulloh et al., 2024) Understanding locus of control is essential, as it influences an individual's motivation, behavior, and overall satisfaction in various aspects of life, including professional and educational settings. Employees with an external locus of control may feel less empowered when facing workplace challenges, which can result in decreased performance (Harmen & Indriani, 2024). They often perceive that their work outcomes are determined by external factors, such as organizational policies or external circumstances, rather than their own efforts. This perception can diminish their motivation and commitment, ultimately negatively affecting overall performance. Therefore, understanding the role of locus of control can assist the management of the Aceh High Prosecutor's Office in developing more effective human resource development strategies to enhance employee engagement and productivity.

Based on the explanation above, individuals who believe that they have control over their fate and life events are considered to have an internal locus of control. According to (Malik et al., 2014), locus of control can be measured using the following indicators:

1. An individual's achievements are the result of their own efforts.
2. Leadership positions are attained based on personal abilities.
3. Success is a consequence of hard work.
4. Outcomes are not determined by luck.
5. Individuals have the ability to influence events.
6. A person's life is shaped by their own actions.

### **2.4. Information Technology Utilization**

According to (Rajaraman, 2018), information technology plays a crucial role in facilitating data processing, enabling the generation of relevant and strategic information to support decision-making. Similarly, (Romney & Steinbart, 2017) emphasize that information technology encompasses various devices and applications that allow organizations to manage information efficiently and effectively, ultimately enhancing productivity and performance. According to (Muliyati et al., 2022), the use of technology refers to the benefits that system users expect when utilizing technology to perform their tasks. This utilization is measured based on several factors, including the intensity of use, frequency of use, and the number of applications or software employed.

The Information Technology Utilization refers to the application of technological tools and systems for managing and processing data to generate valuable information (Wijaya & Puspita, 2024). This includes a range of activities, from data collection, storage, and processing to the distribution of information to users. Furthermore, the Information Technology Utilization extends to the implementation of software and applications that support key organizational functions, such as project management, communication, and data analysis (Jogiyanto, 2007). By leveraging information technology, individuals and organizations can collaborate more effectively, share information

in real time, and optimize work processes. In the digital era, the ability to utilize information technology effectively is a critical factor in determining an organization’s success in achieving its objectives and adapting to rapid changes.

Based on various expert definitions, the Information Technology Utilization refers to the application of electronic devices that facilitate human interaction in the distribution of information. This process involves the transmission of data from one individual to another through electronic signals. According to (Mulyati et al., 2022) the indicators of information technology utilization are as follows:

1. Perspective
2. Intrinsic motivation
3. Intensity of use of information systems
4. Frequency of use of information systems
5. Many types of software are used

### 3. Research Methods

In this study, the population consists of all Non-Prosecutor or Administrative Functional employees at the Aceh High Prosecutor's Office, totaling 151 employees. The research sample includes all 151 employees. To analyze the data, the researcher employed statistical tools on the collected dataset. The data analysis was conducted using the Structural Equation Modeling (SEM) method, utilizing the AMOS 22.0 statistical software package.

### 4. Research Results and Discussion

The results of SEM processing are as shown in Figure 1 below.

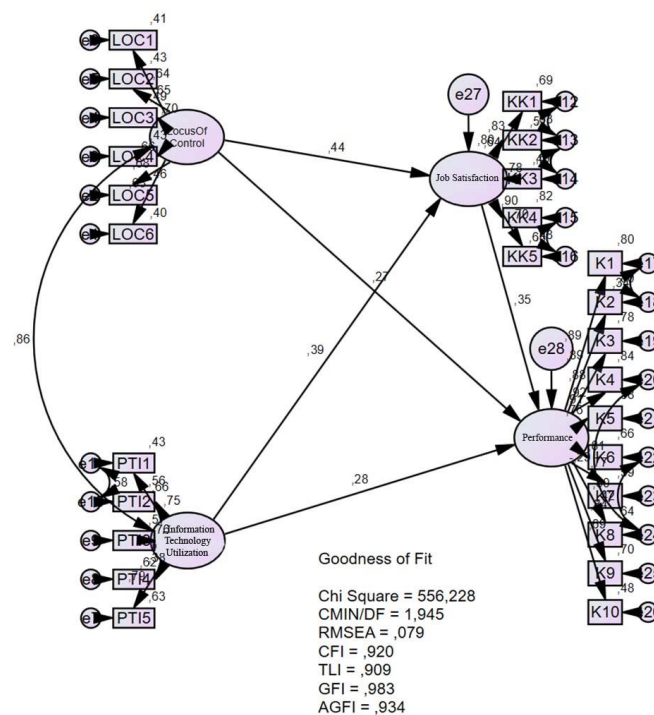


Figure 1. Full SEM AMOS

The test results are derived from the image above and are presented in Table 1 below

Table 1. Standardized Regression Weight SEM

	Influence	Estimate	S.E.	CR	P
Satisfaction Work	<--- Locus Of Control	.445	.108	4.808	***
Satisfaction Work	<--- Information Technology Utilization	.385	.102	3.549	***
Performance	<--- Locus Of Control	.265	.138	2.722	.015
Performance	<--- Information Technology Utilization	.281	.135	2.974	.008
Performance	<--- Satisfaction Work	.346	.075	4.546	***

Source: Processed Primary Data, (2024)

#### 1. Influence Locus of Control on Job Satisfaction

Locus of control influences job satisfaction. At the Aceh High Prosecutor's Office, understanding locus of control is crucial, as it affects how employees respond to challenges and workplace pressures. Employees with an internal locus



of control tend to be more proactive in seeking solutions and exhibit higher job satisfaction, as they believe that their efforts directly contribute to their success. Conversely, employees with an external locus of control may experience lower job satisfaction, as they are more likely to attribute their dissatisfaction to external factors beyond their control. This can lead to reduced motivation and performance, ultimately affecting overall organizational productivity. Therefore, it is essential for management to recognize the impact of locus of control on employee job satisfaction. By implementing targeted training programs and providing adequate support, management can help employees cultivate a more positive mindset and strengthen their internal locus of control, thereby enhancing both job satisfaction and overall performance within the institution.

## **2. Influence Information Technology Utilization on Job Satisfaction**

The utilization of information technology at the Aceh High Prosecutor's Office plays a critical role in enhancing employee job satisfaction. An efficient technology system enables employees to access information and complete their tasks more quickly and accurately. This not only reduces workload but also increases productivity, ultimately fostering a greater sense of satisfaction with their work. When employees perceive that the technology they use simplifies their tasks, they are more likely to develop a positive outlook on their work environment. Furthermore, information technology facilitates better communication among employees, enabling more effective collaboration in task completion. Digital platforms that support information exchange enhance teamwork, minimize misunderstandings, and improve coordination. These factors collectively contribute to higher job satisfaction, as employees feel more connected and supported in fulfilling their responsibilities. Therefore, the effective utilization of information technology serves as a key factor in fostering a more engaging and satisfying work environment at the Aceh High Prosecutor's Office

## **3. Influence Locus of Control to Performance**

Locus of control significantly impacts employee performance by shaping their beliefs about their ability to influence work outcomes. Employees with an internal locus of control tend to take greater initiative and demonstrate higher levels of effort in completing their tasks. They believe that their performance is a direct result of their actions, which motivates them to strive toward achieving organizational goals. Consequently, these employees are more proactive, resilient, and committed, leading to improved overall performance.

Conversely, employees with an external locus of control may feel less empowered when facing workplace challenges, as they attribute their work outcomes to external factors such as organizational policies or situational constraints. This perception can lead to decreased motivation and commitment, ultimately affecting their performance negatively.

Understanding the role of locus of control is essential for management at the Aceh High Prosecutor's Office, as it can inform strategies to foster a more positive and proactive mindset among employees. By providing appropriate training and support, management can help employees develop a stronger internal locus of control, which in turn enhances job performance and overall organizational effectiveness.

## **4. Influence Information Technology Utilization on Performance**

The utilization of information technology at the Aceh High Prosecutor's Office has a significant impact on employee performance. Advanced technological systems enable employees to access data and information more quickly and efficiently, allowing them to complete their tasks with greater accuracy and productivity. The integration of information technology also enhances communication among employees, fostering smoother collaboration and coordination in the workplace.

In a dynamic work environment such as the High Prosecutor's Office, the effective use of technology is crucial for maintaining operational efficiency. When employees are supported by reliable technological tools and systems, they are more likely to be motivated and committed to their responsibilities. Improved access to information, streamlined administrative processes, and enhanced communication channels contribute to increased job performance, ultimately strengthening overall organizational effectiveness.

## **5. Influence Job satisfaction on Performance**

Job satisfaction plays a crucial role in enhancing employee performance. A sense of fulfillment and appreciation motivates employees to be more committed to their responsibilities, leading to increased productivity and efficiency. Furthermore, job satisfaction helps reduce stress and fatigue, enabling employees to better manage workplace challenges. When employees feel valued and supported, they are more likely to maintain a positive attitude and remain engaged in their tasks.

At the Aceh High Prosecutor's Office, fostering job satisfaction not only improves individual performance but also contributes to a more positive and cohesive work environment. This, in turn, enhances overall organizational

effectiveness, ensuring that employees can perform at their best while upholding the institution's goals and responsibilities

## 6. Influence Locus of Control on Performance through Job Satisfaction

From the results of the Sobel test calculations, it was found that Job Satisfaction acts as a mediating variable between Locus of Control and Performance.

**Table 1: Sobel Test Locus of Control Results On Performance Through Job Satisfaction**

Input:		Test statistic:	Std. Error:	p-value:
a	0.445	Sobel test:	3.07310165	0.05010248
b	0.346	Aroian test:	3.03371168	0.05075301
s <sub>a</sub>	0.108	Goodman test:	3.1140669	0.04944338
s <sub>b</sub>	0.075			
		Reset all	Calculate	

Locus of control plays a crucial role in shaping employee performance at the Aceh High Prosecutor's Office, particularly through its influence on job satisfaction. Employees with an internal locus of control tend to take greater responsibility for their work outcomes, making them more proactive in completing tasks. Their belief that success stems from their own efforts enhances their job satisfaction, which in turn drives better performance.

Conversely, employees with an external locus of control may feel less empowered to influence their work results, attributing success or failure to external factors. This perception can lead to lower job satisfaction, reducing motivation and effort in performing tasks, ultimately impacting overall performance.

Given this relationship, it is essential for the management of the Aceh High Prosecutor's Office to recognize the impact of locus of control on job satisfaction and performance. By fostering a work environment that encourages personal initiative and accountability, management can help employees develop a more internal locus of control, leading to improved job satisfaction and higher organizational performance..

## 7. Influence Information Technology Utilization on Performance through Job Satisfaction

From the results of the Sobel test calculations, it was found that Job Satisfaction acts as a mediating variable between the Information Technology Utilization and Performance.

**Table 2: Sobel Test Results of the Information Technology Utilization on Performance Through Job Satisfaction**

Masukan:		Statistik uji:	Kesalahan Standar:	nilai p :
A	0.385	Uji Sobel:	2.92132048	0.04559924
B	0.346	Tes Aroian:	2.88105754	0.04623649
adalah	0.102	Uji Goodman:	2.96332004	0.04495296
sebuah				
aku	0.075			
b		Reset all	Menghitung	

The utilization of information technology at the Aceh High Prosecutor's Office has a positive impact on employee performance, primarily through increased job satisfaction. An efficient technology system enables employees to access information and complete tasks more quickly and accurately, reducing their workload while enhancing productivity. When employees feel that the technology simplifies their work, they become more motivated and committed to delivering optimal results.

Moreover, higher job satisfaction resulting from the effective use of information technology contributes to better overall performance. Employees who are satisfied with their work environment and the tools available to them are more likely to collaborate and innovate in task execution. This creates a positive cycle, where improvements in technology utilization enhance job satisfaction, which in turn boosts employee performance.

Thus, the interconnection between information technology utilization, job satisfaction, and employee performance highlights the importance of continuous technological advancement and support systems to foster a more productive work environment at the Aceh High Prosecutor's Office.

## 5. Conclusion

### 5.1 Conclusion

- 1) The levels of performance, job satisfaction, locus of control, and information technology utilization at the Aceh High Prosecutor's Office are considered to be satisfactory.
- 2) Locus of control and information technology utilization significantly influence job satisfaction among employees at the Aceh High Prosecutor's Office.
- 3) Locus of control, information technology utilization, and job satisfaction collectively influence employee performance at the Aceh High Prosecutor's Office.

- 4) Job satisfaction serves as a partial mediator in the relationship between locus of control, information technology utilization, and employee performance at the Aceh High Prosecutor's Office..

## 5.2 Suggestions

- 1) Developing IT Training Programs: The Aceh High Prosecutor's Office should establish training programs aimed at enhancing employees' understanding and proficiency in information technology. Strengthening IT skills can also foster a stronger internal locus of control, enabling employees to take greater responsibility for their work outcomes.
- 2) Facilitating Information Technology Utilization: Providing adequate access to technology and technical support is crucial. The organization should ensure that all employees have the necessary devices and software, along with sufficient training to maximize their use. This will enhance employee confidence, efficiency, and overall performance.
- 3) Enhancing Employee Motivation and Support: Management should recognize employee achievements, provide constructive feedback, and encourage open communication. A supportive environment can improve job satisfaction, leading to increased motivation and optimal performance.
- 4) Expanding Training and Development Programs: It is recommended that the organization conduct training programs focused on fostering a positive locus of control and improving IT competencies. Such programs can boost employee confidence and sense of accountability, ultimately enhancing performance.
- 5) Optimizing the Implementation of Information Technology: The Aceh High Prosecutor's Office should ensure that the IT systems in place are relevant, user-friendly, and effectively integrated into daily operations. Continuous evaluation and updates are necessary to maximize efficiency and productivity.
- 6) Fostering a Positive Work Culture: Encouraging open communication, recognizing employee contributions, and ensuring management support are essential to strengthening employees' locus of control and motivation.
- 7) Prioritizing Job Satisfaction: Since job satisfaction mediates employee performance, management should conduct regular surveys to assess satisfaction levels and identify areas for improvement.
- 8) Increasing Employee Involvement: Employees should be actively involved in decision-making processes, particularly regarding IT utilization and workplace policies. This inclusion can enhance their sense of ownership and commitment.
- 9) Developing Employee Welfare Programs: Initiatives that promote work-life balance—such as recreational activities, counseling services, and mental health support—can contribute to improved job satisfaction and overall performance.
- 10) Conducting Locus of Control Training: Specialized training programs should be implemented to help employees develop a proactive mindset and a greater sense of responsibility in their roles, leading to improved performance.
- 11) Enhancing IT Utilization: The organization should evaluate and optimize the application of IT in work processes. Investing in advanced tools and effective training will improve efficiency and employee satisfaction.
- 12) Creating a Supportive Work Environment: Recognizing employee achievements and providing continuous feedback can significantly enhance job satisfaction and performance.
- 13) Expanding Research Scope: Future research could include additional variables such as organizational culture, leadership styles, and other external factors that influence employee performance.
- 14) Strengthening IT Infrastructure: Upgrading the organization's IT infrastructure is essential to ensure employees have access to the necessary tools and resources for efficient task completion.
- 15) Implementing Job Satisfaction Development Programs: Activities such as satisfaction surveys, discussion forums, and structured feedback sessions can provide employees with a platform to express their concerns and suggestions regarding the work environment.
- 16) Integrating IT into Employee Training: The organization should incorporate IT utilization into training programs, equipping employees with the necessary skills to effectively use technological tools in their daily tasks.
- 17) Building a Culture of Responsibility: A strong locus of control can be nurtured through motivational activities, seminars, and workshops that emphasize personal accountability and effective decision-making.
- 18) Implementing a Transparent Performance Evaluation System: A well-structured and objective performance monitoring system, accompanied by constructive feedback, can help employees identify areas for improvement and stay motivated.
- 19) Enhancing Communication Channels: Establishing open and effective communication between management and employees is essential. Clear communication will enable employees to express their concerns, seek support, and collaborate more effectively to improve job satisfaction and performance..

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