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

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Abstract

Purpose: This research aims to provide solutions for human resource problems in public educational institutions to improve employee performance. **Research design, data, and methods:** The study used a quantitative approach with a survey method. Data were obtained through questionnaires and documentation. Meanwhile, the model used path analysis using Analysis Moment Structure (AMOS) software. **Results:** 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 implied that good management through the locus of control and employee redistribution in public organizations could be better to serve the community and organizations. Public change to be superior and demanded by the community to make it a good place to learn. Employees' good behavior and increasing competence can satisfy users of educational and sustainable institutions. **Conclusion:** To sum up, research on management development of locus of control and employee redistribution 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 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 is highly important, and society is increasingly appreciating employees as the organization's main asset. Moreover, if an organization's main goal is to achieve optimal efficiency, the work culture in the organization must have a promotional atmosphere

(Tohidian & Rahimian, 2019). In developed countries such as England, public organizations may report staff shortages if they feel unable to maintain adequate numbers resulted from structural or facility changes. Moreover, 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. The empowerment is performed by exploring employees' potentials (Amundsen

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& Martinsen, 2015). In addition, public investment in education also positively affects human capital, life expectancy does not affect human capital, and public spending on education also plays a vital role in improving human resources (Nguyen, Nguyen, To, Dang, & Luong, 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). 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 today's advances in information technology have significantly replaced day-to-day operations (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 factors, such as personality, job roles, organizational, and contextual factors. These factors 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, they can feel empowered.

The complexity of public services needed by the community is increasing both qualitatively and quantitatively. Besides the need for professional and competent employees, the number of employees is also required to meet these demands. 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; Kim, 2018; Nguyen, Tran, & Huynh, 2019). Likewise, in the marketing of educational services, if the organizations provide more complex services, the need for employees is also increasing. Therefore, to improve customer satisfaction, an organization should improve service reliability, quality of interpersonal communication, customer service, and 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, a province in Indonesia. The

university functions to provide educational services and have various professional groups to improve the quality of education. Currently, it attempts to adapt as a response to external dynamics and integrate internal capacities while performing increasingly complex tasks. In human resources, the university has carried out proper distribution. However, they seemingly ignore the competence aspect so that employee performance is considered less optimal. For this reason, it is imperative to redistribute the employees and 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, which can increase employee productivity.

Based on the description above, the present research is keen on investigating the strategies to shape employees' locus of control and redistribute the employees to achieve employee empowerment. One of the plans is to regulate the employees' number, distribution, and quality in the organization. Managing employees can promote employee planning, including recruitment, placement, development, maintenance, and firing. In addition, such management can empower employees to improve the employees' performance at Bosowa University. This research serves as input for decision-makers in the context of redistributing employees based on the attitude and quality of their commitment to the organization and high academic qualifications. Therefore, 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. People with an internal locus of control typically feel responsible for specific events. The result is a direct influence on their behavior. Meanwhile, the external locus of control is those who often blame themselves for accidents, fate, environment, or other uncontrollable forces. According to Ahn (2015), the locus of control explains the individual's belief that an 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 is a process that

begins with the recruitment process, followed by 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 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 inseparable from the employee distribution process. Wiryanto (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 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 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 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 needed per position and work unit.

2.3. Employee Empowerment

Theoretically, the term empowerment 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) explain that empowerment is not only to empower a person but also the process of liberating a person from a rigid environmental structure. It encourages active interaction, dares to take the initiative, and vice versa. It creates conditions for others to react freely, independently, and responsibly.

More recently, Kim and Beeh (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, affecting their job motivation. In their study, they classify four dimensions of empowerment, namely (1) relevance, (2) competence, (3) choice, and (4) influence. Lee, Chiaburu, and Kirkman (2017) add 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 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 significantly impact employees' willingness to share knowledge. Transformational leadership only affects the willingness of employees to share knowledge (Han et al., 2016; Irnawati & Prasetyo, 2020). These results indicate that employee attitudes, especially organizational commitment, play an important role in promoting employees' willingness to share knowledge.

2.4. Employee Performance

Employee performance is the result achieved by workers according to the 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 carrying out one's duties by the responsibilities one has. In other words, it is not related to outcomes in the economic sense where the employee works. This performance includes employee performance in setting and achieving work goals, work methods, and employee characteristics (Lee, 2019; Miner, 2007).

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

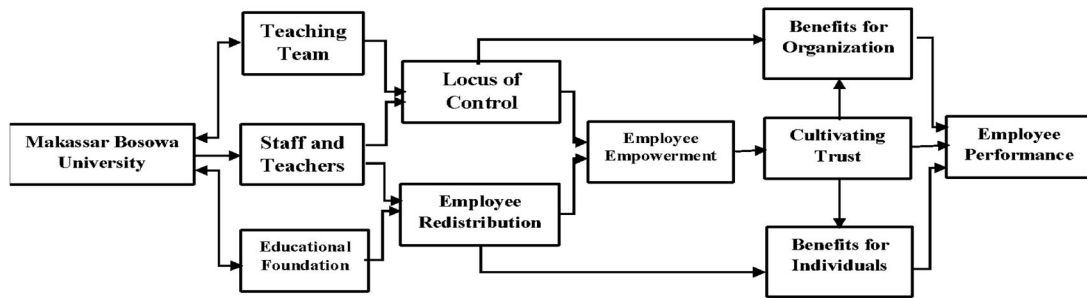


Figure 1: Conceptual Framework

2.5. Hypothesis

This research aims to identify supporting factors for employee empowerment and determine how other factors affect employee performance at Bosowa University, South Sulawesi province, Indonesia. The research proposes the following research hypothesis:

H1: Locus of control affects employee empowerment

This hypothesis is concerned with how employees 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 creating a good work environment for the organization to support psychological well-being, strengthen social support between superiors and employees, 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 reduce 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 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 leaders in the higher education sector. The results help them increase employee organizational commitment, focusing on employee empowerment, learning, and teamwork. (Haeussler & Sauermann, 2020).

Increasing trust through delegation in a work environment to the division of labor is one way to increase team productivity. (Martínez-Álvarez, 2019; Meier, Stephenson & Perkowski, 2019). As argued earlier,

excessive workload and the psychological burden often cause negative effects for employees, such as 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 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 attitude include passion and patience. Organizations need to establish good relationships with their employees to increase job satisfaction so that they can compete with globalization (Veri, Ridwan, & Lasman, 2019). Some people believe that if the job goes well, they will 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,

Quratulain, & Melhem, 2021). Thus it can be assumed that if someone can increase locus of control, it can 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 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 and empowers employee abilities. With the redistribution of employees, the ability of employees to innovate in carrying out their duties and responsibilities can be improved. The research found a significant positive correlation between changes in leadership and transaction patterns with innovative work behavior (Sparks, McCann, & Sparks, 2019). Therefore, it can be assumed that the redistribution of employees based on their abilities may affect employee performance.

3. Methodology

3.1. Participants and Data Collection

This research was conducted using the principles of causal research design. It strived to identify the causal relationship between variables in the study and find the actual type of facts to help understand and predict the questions' relationship. Problems in this research were recommended by the predecessors, and thus new facts were needed. The research used a survey method and involved a saturated sample of 200 employees to participate. To take part in this research, the samples must meet several criteria,

such as 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 were considered to have sufficient work experience to answer the questionnaire.

This research also divided the types of collected data into two, namely primary and secondary data. The primary data were taken from the questionnaire that consisted of a string of questions given by investigators. The respondents filled out the questionnaires by checking the statements that were true and best described themselves. The sources were from employees and employees of the foundation. Meanwhile, the secondary data contained information that existed and was owned by other parties. The data were manifested in the form of 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 using tiered regression analysis model, hierarchical regression model in the form of Moment Structure Analysis (AMOS) software. Currently, the moment structure analysis software is 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 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:

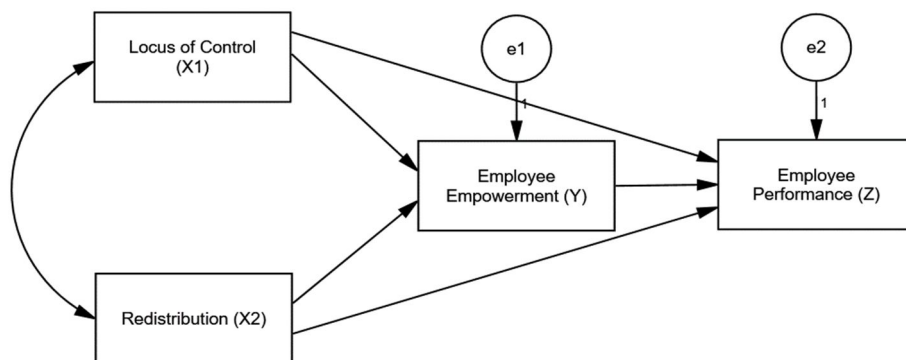


Figure 2: Path analysis model

$$Y = PYX1 + PYX2 + e1 \quad (1)$$

$$Z = PZX1 + PZY + PZX2 + e1 \quad (2)$$

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 of an instrument, 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

Table 1 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 reliability test of each variable yielded the followings:

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

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.

4. Results

4.1. Demography of Respondent

This research involved 200 respondents, consisted of 87 men and 113 women. The data were collected using

questionnaires. This section describes the respondents' characteristics who served as employees of educational institutions at Bosowa University, Makassar. Because 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

Table 3 provides that most of the employees, including lecturers and other staff at Bosowa University, Makassar, South Sulawesi, were at productive working ages, which could support performance. At a productive working age, employees tend to be motivated and empowered. In addition, a level of education is needed to support employee productivity levels who serve the community. This research then found that intellectual ability played a bigger role in complex tasks because the level of education indirectly showed intellectual abilities. In this research, employee performance tended to increase if there was a match between work and abilities. However, if the work and abilities did not match, the performance still existed, but it was not organizationally efficient. Additionally, 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 3 below:

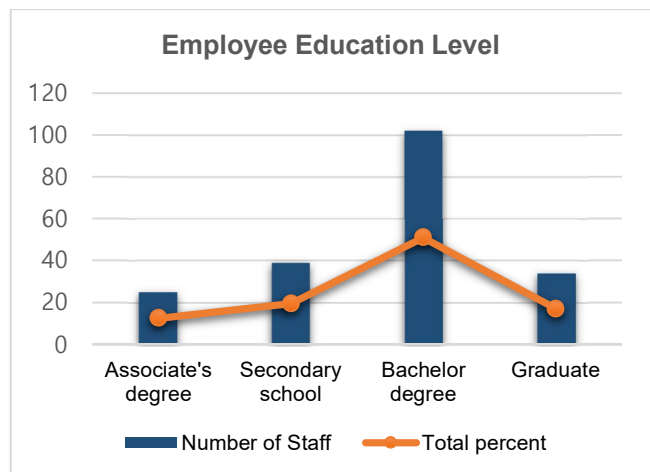


Figure 3: Employee Education Level, University of Bosowa, South Sulawesi, 2021

The Bosowa University 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 that more than half (51%) of the employees held a bachelor's degree, which was equal to 102 respondents. Meanwhile, the number of employees with a master's level was 34 respondents (17%). In other words, the educational level of employees at Bosowa University is relatively high on average. In addition, the university provides knowledge and insight to employees. The employees were equipped with strategies to serve users of this institution and improve their services in the future. Therefore, it is necessary to redistribute employees as expected by the organization.

4.2. Statistical Result

The 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:

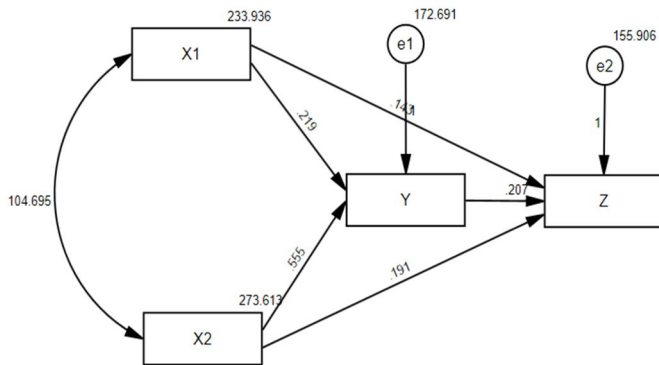


Figure 4: Result Path Analysis, 2021

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

The results of the processed data above can indicate whether the effect is significant or not, which is known from the P-value. The significance ($\alpha = \alpha$) used here was 0.05. If the P-value is less than 0.05, then the hypothesis is accepted. The complete results of the hypothesis can be seen in 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	

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 0.219. When the relationship between the two variables was tested, the estimated value was 0.001. The probability value ($p < 0.05$) was displayed. This research found that the value of 0.219 supported H1 because there was a significant positive relationship between locus of control and employee empowerment. This finding was reinforced by the data processing result. The result showed that the probability value of 0.001 met the requirements of less than 0.05. Further, the estimate of 0.219 looked in the positive direction so that the positive locus of control was significant for employees. When the empowerment was higher, such as the locus of control owned by the employee, the empowerment would be greater.

Meanwhile, to answer the second hypothesis, the estimated parameter value of the regression weighting factor between employee redistribution and employee empowerment was 0.555. Testing the relationship between two variables gave an estimate of 0.000 ($p < 0.05$) of 0.555. Therefore, H2 was supported. The findings reaffirmed a significant positive relationship between employee redistribution and employee empowerment. This finding was supported by the results of data processing which showed that the probability value of 0.000 matched the requirements of less than 0.05. 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.

Meanwhile, the next finding confirmed that there was a relationship between employee empowerment and employee performance. To prove the hypothesis, the results of statistical processing were presented, using the estimated parameter value of the regression weight coefficient of employee empowerment and employee performance by 0.207. Testing the relationship between these two variables showed that the probability of the estimated value of 0.207 was 0.002 ($p > 0.05$). The research finding supported H3, confirming employee empowerment to have a significant effect on employee performance. Based on the processed

data, the probability of 0.002 fulfilled the requirements of <0.05 . Therefore, it can be concluded that the hypothesis that employee empowerment has a significant effect on employee performance has been proven. It is evidenced that the higher the employee empowerment, the higher the employee performance.

The fourth hypothesis 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 was 0.143. When the relationship between the two variables was tested, the probability value of 0.028 ($p<0.05$) was estimated from 0.143 to the locus of control. Thus, H4 was supported because there was a significant positive relationship between employee performance. This finding was reinforced by the results of data processing which showed that the probability value of 0.028 met the requirements of less than 0.05. Further, the estimate of 0.143 looked in a positive direction so that the positive locus of control was significant for employees. Therefore, the higher the locus of control an employee has, the better the employee's performance.

Based on the results of statistical analysis, it can be seen that the hypothesis about the relationship between employee redistribution and employee performance is the parameter value of the estimated coefficient of employee redistribution weight and employee performance regression of 0.191. 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. The probability value of 0.006 met the requirements <0.05 . The positive direction can be seen from the estimated value of 0.191. Hence, it can be concluded that the employee redistribution hypothesis has a significant effect on employee performance. While the coefficient of determination results explained that locus of control and employee redistribution 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, called the locus of control variable and employee redistribution on employee empowerment. In a human

resource organization with a locus of control and employee redistribution, the employee can be empowered to improve services to the community who carry out educational activities at the organization, like Bosowa University.

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 environment to make employees give an optimal contribution to the organization. Such empowerment is expected to improve employees' morale and quality. 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 educational equipment.

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

Results of the hypothesis testing prove that locus of control has a significant positive effect on employee performance. The higher the locus of control an employee has, the higher the employee's level of performance. In other words, the locus of control of educational institutions at Bosowa University has a significant positive effect on employee performance, proven to have a positive effect on control points on employee performance. It indicates that the control point factor is a characteristic of the relationship between organizational members and their organization. Decisions 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 that locus of control 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, employees feel that their work 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, the arrangement can be 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.

Several factors must be considered when redistributing employees. The first consideration involves (1) 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. According to Ritz and Neumann (2016), 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), 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. 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 organization's needs. (Sevillano & Villalonga, 2004). Redistribution of employees based on competence follows a classic philosophy: the right man in the right place. The redistribution, therefore, should place employees in the right positions. This can happen if an organization is very concerned about human resource management by paying attention to 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 Bosowa University, Makassar. Employee empowerment can help further improve employee performance. After all, employees already have a locus of control and are redistributed according to required work. It 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 earlier studies (Abualoush et al., 2016; Sundaray, 2018). In other words, 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 more responsible and know the position in which they work. In addition, they have some control over their work.

These research findings can assist decision-makers in public institutions in many ways. For example, the findings help them 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, this research was conducted at higher education institutions that only looked at how locus of control and employee redistribution improve employee performance. Second, it did not see the use of information technology to improve services to the community. Hence, other researchers are hoped to complement the results of this study by including the information technology variables aiming 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 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. Bosowa University is one of the educational institutions in Indonesia that are interested in developing human resources 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 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. With the placement of workers according to their work, educational institutions can become a place for learning that is demanded by the wider community.

The management system developed in an organization 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, the skills of human resources obtained from education and training can be well distributed throughout the organization. Thus, ensuring the concept of redistribution of employees can run effectively and efficiently. To predict competition from Indonesian and global educational institutions, 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, higher education institutions can become superior institutions and produce strong outputs with the management capabilities and technical skills needed in the job market.

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

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