

The Effects of Working Environment and Leadership on Employee Performance of the Regional Planning Agency in Aceh, Indonesia: Self-Efficacy as a Mediating Variable

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Abstract: *This study examines the influence of working environment and leadership behavior on the employee performance of the Regional Planning Agency in Aceh, Indonesia, mediated by self-efficacy. The sample in this study is 128 civil servants of the Regional Planning Agencies of Aceh Province, Indonesia, selected using the purposive sampling technique. Using the structural equation modeling, the study found that the working environment and leadership behavior have a positive and significant effect on self-efficacy and employee performance. Additionally, the self-efficacy is found to mediate the effects of working environment and leadership behavior on the employee performance of the Regional Planning Agency in Aceh, Indonesia. This finding implied that to promote the employee performance, the enhancement of working environment and leadership behavior would improve the employee performance directly and indirectly via the advancement of self-efficacy.*

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I. Introduction

The position and role of civil servants as elements of the state apparatus has a significant contribution in determining the success of development. The role of civil servants into the world is increasingly changing, and technology is increasingly complex, making the civil servants is required to always adaptive to changes in their environment. In this connection, a reliable leader must be able to adjust the organization both inside and outside of the organizational environment.

The human resources are very important and strategic elements to improve the performance of individual government employees. Performance is difficult to improve, especially because of the difficulty of imposing sanctions on the employees who are underperforming and also difficult to give awards to them with high-performance (Bernardin, 2013). The position and role of civil servants as elements of the state apparatus have a significant contribution in determining the success of the development. According to Ulrich (2012), the role of civil servants is entering an increasingly changing world, increasingly complex technology, and is a strategic resource as a professional management in regulating government governance that is always adaptive to the changing environment namely: (i) the role of source management human power as a strategic partner, (ii) the role of human resource management as a change agent, (iii) the role of human resources as an employee champion, and (iv) the role of human resource management as an administrative expert to be used to develop the strategic role of human resource management in accordance with government organizations. Government and private organizations in achieving the stated goals can utilize the facilities within the organization that can be driven by a group of people playing an active role as actors in achieving organizational goals. In connection with this, a reliable leader must be able to adjust an organization both inside and outside the organizational environment (Järvenpää, 2008).

In view of this fact, improving the quality of human resources is a definitive competitive need. Improving the quality of civil servants and strategy aims to change their behavior into the more capable behaviors in carrying out activities in all fields. Performance in an organization can measure the level of ability to carry out organizational tasks in order to achieve goals. The issue of this problem needs to be anticipated early so that the employee performance can be improved (Armstrong, 2015). Various studies on the influence of leadership behavior on employee performance within an organization reinforce the assumption of authors about the importance of conducting a study of leadership behavior in a government organization that has the main duties and functions of

providing public services. Organizational leader behavior becomes an interesting subject because many study results state that the performance of organizational members gains influences from leadership behavior.

On the other hand, if the work environment is not conducive, it will cause stress for employees because the work environment itself greatly affects employee performance. If employees are in an environment that does not support work systems and office management that do not match employees, then it will be difficult to cause kinship between fellow employees and superiors/co-workers. Such conditions will be difficult to improve the quality of work. However, these conditions do not mean that as the reason for employees not to be professional and not to prioritize good work quality. Malik et al. (2011), in their study show that the work environment and employee performance have a strong and significant relationship with employee performance, which is efficient and effective in handling the workload of employees in Pakistan.

Many factors influence employee performance in addition to leadership behavior and work environment, namely self-efficacy or level of individual confidence in their ability to overcome certain situations. Many of the research results conducted on employees reveal that self-efficacy plays a role in shaping motivation and increasing the efforts of somebody to overcome complex situations. Considering the strong enough relationship between self efficacy and performance displayed by a person in general, this study wants to find out more about the relationship between self efficacy and performance of someone.

The Regional Development and Planning Agency of Aceh Province is one of the regional government agencies that are given tasks in planning and controlling regional development. Basically, planning is the process of setting goals (objective) through decision making that aims to achieve results in accordance with the mission of an organization. The regional development and planning agency as the coordinator of the planning of development activity programs also has the task of controlling, monitoring, evaluating and coordinating cross-sectoral development activities. Therefore, the regional planning and development agency requires employees who are truly capable and in accordance with the duties and authorities that are their responsibility.

The problem and challenge faced by the Regional planning and development agency of Aceh Province are the limited ability of employees to achieve the mission and vision of the institution. To overcome that, the real and hard efforts of leaders and institutions are needed to create reliability and the realization of qualified employees so that the organizational goals are achieved based on the established standards. If the limited ability of employees continues to be left, then the performance of employees will decline and this will affect the overall performance of the institution.

The issue as a phenomenon that has been occurring in the Regional Planning and Development Agency of Aceh Province has decreased the performance of employees which is marked by the completion of the activity budget accountability report, where the reports often exceed the given time limit. Annual Government Accountability Performance Report (LAKIP) of the previous year should have been submitted at the beginning of the current year but it has not been submitted to the Aceh provincial planning office until February. Individual employee performance is influenced by the internal and external environment where the employee works (Armstrong, 2015). The existing work environment will ensure occupational safety and health for them and will contribute to encourage individual performance and the performance of an organization.

This decrease in employee performance will reduce employee self-efficacy. If this continues to be left, it will result in lower self-efficacy so that employees easily experience stress and depression because they feel that their future performance will lead them to failures. However, on the contrary, if employees have high self-efficacy, they will have an approach to stressful situations with a guarantee that they will be able to control themselves and will not feel burdened before appearing. Therefore, strong self-efficacy can reduce vulnerability to stress and depression so that their performance will also be maximized.

The relationship between employees in the work environment is still not harmonious. The authority has been given still not been realized by employees so that they sometimes do not make a decision as their rights. In the ranks of the Aceh government, there has been a standard and organizational procedure for employees in accordance with their respective fields of duty. The gap theory of Newstrom and Davis (2002) show that the performance of employees is influenced by the interaction between ability and motivation. This ability is formed by the interaction between knowledge and skill, while motivation is formed by the interaction between attitude and situation. The interaction between performance with resources and opportunities will determine organizational results. Armstrong (2015) identify that the performance is influenced by four factors, namely; personal factors, job system factors, and internal and external factors. Furthermore, according to Ulrich et al. (2012), employee performance or organizational performance is influenced by individual performance in each organization. Ricardo and Wade (2001) mention that factors that influence performance are individual behavior, education and training, concepts and instruments, and management development and training.

Based on some of these opinions, it can be concluded that there are still differences in the opinions of experts about the factors that influence performance. In addition, there are still differences in the views of experts regarding the theory underlying the performance of individuals in an organization. Western experts such as Armstrong (2015), Schmitt (2015), Ulrich (2012, 2015), Ricardo and Spreitzer (2005), Khan (2013), Fedyk and Hodson (2017), and Mckinesy (2014) focus more on the internal factors of individuals as the main factors that influence performance. Meanwhile, the experts like Bernardin (2013), Rampersad (2006), and Prahalad (2011) focus more on the external factors as variables that affect individual performance.

Empirically, there are many previous studies that try to examine the influence of leadership behavior that includes the work environment and self-efficacy on performance such as a research conducted by Sharif et al. (2013). Their findings indicate that the work environment, work-life policy, training and extra-role behavior (OCB) have a significant effect on performance. Kale and Mazaheri (2014), the work environment is also an important factor influencing employee performance. This is consistent with the results of a research conducted by Jayaweera (2015), the results of the study find that the work environment and work performance have a significant effect on employee performance in hotels of in Bristol England. The next is the research of Imran et al. (2012) indicate that transformational leadership and work environment have a significant effect on employee performance in the Pakistani economic manufacturing sector. While other studies are Imran et al. (2015), Rashdi et al. (2014), Shahzadi et al. (2014), Malik et al. (2011) show that the results of their research still show differences rather than the level of significance and direction of influences.

Based on the above discussion, it can be concluded that the findings of previous studies are still not consistent where there are still mixed results. Some studies reveal a positive and significant influence on employee self-efficacy, work environment, and leadership behavior on performance. Meanwhile, some of the results of other studies indicate that there are differences in the direction of the relationship and the level of significance of the influence between leadership behavior, work environment, and self-efficacy on employee performance. They also implement a restructuring strategy which is often referred to as downsizing in practice reducing the number of workers, work units or divisions or reducing the level of position in the organizational structure of the company. Reduction of company staff is needed for efficiency and effectiveness (David, 1997: 226).

The good and bad performance of the employees of the regional planning and development agency is also influenced by the management's behavior as the leader who has a central role in achieving the organizational goals of various targets that have been set previously. Leaders have a function as a determinant of direction in achieving organizational goals, communicators, mediators, and integrators and as the ability to move employees will affect employee performance. Management behavior as the leader has an impact on employee attitudes, behavior and performance. Leaders will not succeed as leaders if they cannot motivate, move and satisfy employees in a job in a particular work environment. The training program is expected to improve employee competency. Employees who have high competence can be seen in the increase in work attitudes, knowledge, skills, work responsibilities, and work discipline. In the practice of the Development planning agency of Aceh Government in order to improve employee performance, the work environment and self-efficacy are prioritized as a focus in leadership behavior. Although in fact it shows that these two approaches have not had a significant impact on the performance of employees in the Aceh government.

Based on the background, the following research problems are formulated:

1. What is the influence of working environment and leadership behavior on self efficacy of the government employees of Regional Planning Agency in Aceh, Indonesia?
2. What is the influence of working environment and leadership behavior on the government employees of Regional Planning Agency in Aceh, Indonesia?
3. What is the effect of self efficacy on the government employees of Regional Planning Agency in Aceh, Indonesia?
4. Does self efficacy mediate the effects of working environment and leadership behavior on the government employees of Regional Planning Agency in Aceh, Indonesia?

II. Literature Review

Performance

Employee performance depends largely on the ability of employees, their knowledge of a job, the disposition and threat, emotions, moods, and effects, as well as trust and value. (Kreitner and Kinicki, 2001: 205). (Armstrong, 2016) confirms that performance of employee is influenced by; (1) personal factors, including individual skills, competence, motivation and recruitment, quality leadership factors and giving motivation, guidance, encouragement given, (2) job system factors, (3) situational factors (change and emphasis) and (4)

internal and external factors. Performance is a result of work achieved by a person in carrying out a task assigned to him based on skill, experience and sincerity and time Wood et al. (2001: 91) define employee performance as a function of individual attributes, work effort, organizational supports. With the Job performance formula = Attribute attributes X Work effort X Organizational support. Employee performance is f (individual attributes, work effort, and organizational support). According to Robbins (2001: 173) employee performance is the "way of thinking about employee performance which is a function of the interaction of ability, motivation, and opportunity". In this case, employee performance is as a function of interaction ability, motivation, and opportunities for performance. Performance refers to several indicators according to Mangkunegara (2001) and McDonald and Lawton (1977) in Ratminto and Winarsih (2010), among others, as follows: (1) Quality of Work, (2) Quantity of work, (3) Reliable, (4) Attitude.

Self-efficacy

Self-Efficacy is the result of cognitive processes in the form of decisions, beliefs, or rewards about the extent to which individuals estimate their abilities in carrying out certain tasks or actions needed to achieve the desired results (Bandura, 1997). Self-efficacy as a belief in the ability of somebody to regulate and carry out the actions needed to produce the achievement of goals. Self-efficacy is described as a cognitive mechanism that mediates behavior and can also influence participation in various behaviors. Self-efficacy determines the amount of effort and level of persistence in pursuing the behavior of Everett et al. (2012). Self-Efficacy refers to several indicators, according to Bandura (1997), among others, as follows: (1) Magnitude of self-efficacy, (2) Strength of self-efficacy, (3) Generality of self-efficacy.

Leadership Behavior

Leadership Behavior is the behavior or actions of a leader that can influence others in achieving a goal in accordance with the organizational situation (Monica, 1998: 73, Lin and Lee, 2011, Luthans, 2002), the behavior of leaders can describe in the field of organizational behavioral science as a theoretical study of micro nature, while the organizational theory of the study is theoretical and its applications are macro and in the field of Personnel Human Resources are applied applications in the discussion are micro. Sharif et al. (2013) show that empowerment, work-life policies, training and organizational behavior development (OCB) are important factors to improve performance. The development human resource theory is a theoretical and practical perspective on human resources (HR) that have a different footing. Leadership behavior refers to several indicators, according to Sahertian (2010), among others, as follows: (1) Idealized influence/attribution, (2) Idealized influences/behaviors, (3) Inspirational motivation, (4) Intellectual stimulation, (5) Individualized considerations.

Work Environment

The work environment is the environment of employees or workers in carrying out their daily work. A conducive working environment provides a sense of security and enables employees optimally (Andrews and Johansen, 2012). The results of the organizational environment statistical model and objective performance where subjective complexity and subjective dynamics of the work environment are all things in the environment around the workers and that can affect them in carrying out the tasks charged to him, such as cleanliness, music, etc (Nitisemito, 2008: 183). Masoud (2013) the results show that the dimensions of the work environment such as training, empowerment, motivation, management support, and technology services significantly increase employee performance. Specifically, the dimensions of the work environment are the most significant predictors of the performance of hotel service staff in Amman, the capital of Jordan. Technology treatment in an environmental perspective is carried out to compare different technology choices for management planning used for environmental evaluation (Jayaweera, 2015, Viktoria Voronova et al., 2012). Working environments such as communication flows, managed workloads, availability of information in workplaces that are free from hazards are positively related to employee commitment to improving performance. The work environment refers to several indicators, according to Nitisemito (2002: 183), as follows: (1) Work atmosphere, (2) Relationships with colleagues, (3) Relationships between subordinates and leaders, (4) Availability of facilities for employees.

Conceptual Framework

The conceptual framework is an explanation of the relationship of a theory with important factors that have been known in a particular problem. Performance is very important, especially for customer-oriented companies because high employee performance can increase customer satisfaction. High performance is needed in every effort to achieve organizational goals because the achievement of organizational goals is the hope of each organization.

Conversely, low-performance employees are obstacles to achieving organizational goals. High employee performance is very important for the organization and greatly benefits the organization because it will have a positive effect on the overall performance of the organization (Falikhatun, 2003).

On the other hand, if the work environment is not conducive, it will cause stress for employees because the work environment greatly affects the performance and good performance. If you are in an unsupported environment such as office systems and office management that do not match your personality, it will lead to a difficult relationship between you and your boss/co-worker. With these conditions, it is indeed difficult to be able to show the best quality of your work. But with these conditions does not mean being a reason for not being professional in the office. The decline in the performance of employees can cause an uncomfortable feeling for employees and result in powerlessness and fear. In addition, the lack of confidence in their own abilities can sometimes have a negative impact on their performance. Employee work failures are seen by some employees as an assessment of the leadership, on the other hand, the success of employees is seen as the result of their own abilities (Sharma, 2013).

Hypotheses

Based on the above delineation, the study proposes the following hypotheses:

1. Working environment and leadership behavior have effects on self efficacy of the government employees of Regional Planning Agency in Aceh, Indonesia?
2. Working environment and leadership behavior have effects on the government employees of Regional Planning Agency in Aceh, Indonesia?
3. Self efficacy has an effect on the government employees of Regional Planning Agency in Aceh, Indonesia?
4. Self efficacy mediates the effects of working environment and leadership behavior on the government employees of Regional Planning Agency in Aceh, Indonesia?

III. Research Method

The independent variables in this study are working environment and leadership behavior, self-efficacy is a mediating variable, while the dependent variable is employee performance. To gather the data, the questionnaires are distributed to the respondents. The research instrument uses the modified Likert scale 1-5. All 128 civil servants of the Regional Planning Agency of Aceh Province, Indonesia are selected as the sample of the study, thus the study using the census sampling method. The data is analyzed using the Structural Equation Model (SEM) and regressed using the statistical packages of SPSS and Amos. The validity test of the instrument is conducted using Confirmatory Factor Analysis (CFA) of each construct, that is by looking at the Loading Factor value of each indicator and the results of each statement item have a value > 0.6. The reliability test uses the following formula:

$$\text{Construct Reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum \epsilon_i}$$

while the extract variants is calculated using the following formula:

$$\text{Variance Extracted} = \frac{\sum \text{std.loading}^2}{\sum \text{std.loading}^2 + \sum \epsilon_i^2}$$

IV. Findings and Discussion

The results of the full model 1 analysis based on the SEM analysis are shown in Figure 1. The calculation results that the goodness of fit index shows that of the eight criteria evaluated, only one criterion has not been fit, namely AGFI.

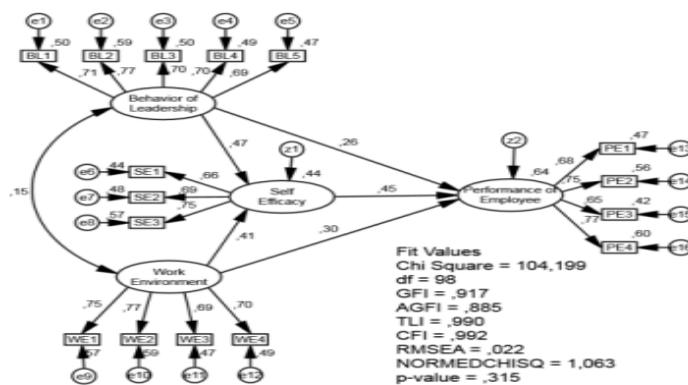


Figure 1. Full Model of SEM

Table 1 shows the final results of the confirmatory factor analysis full model analysis. In general, all the constructs used in forming this research model, both in the confirmatory analysis (CFA), inter-construct regression value and goodness of fit test consisting of probability, CMIN / DF, GFI, TLI, CFI, and RMSEA have met the required criteria except AGFI which is at almost good value. Thus, the overall model is fit.

Table 1. Goodness of Fit Index for Full Models

Goodness of Fit Index	Cut-off Value	The results of analysis	Model Evaluation
χ^2 Chi-Square Statistics	Expected Small	134.513	Good
Probability	≥ 0.05	352	Good
CMIN/DF	≤ 2.00	129	Good
GFI	≥ 0.90	0.903	Good
AGFI	≥ 0.90	0.872	Marginal
TLI	≥ 0.95	0.992	Good
CFI	≥ 0.95	0.994	Good
RMSEA	≤ 0.08	0.018	Good

Next, to findings of the influence of the leadership behavior and working environment on the self-efficacy and employee performance are reported in Table 2:

Table 2. Direct, Indirect and Total Influences

	Work Environment	Behavior of Leadership	Self Efficacy	Performance of Employee
Direct Effects				
Self Efficacy	0,406	0,467	0	0
Performance of Employee	0,304	0,263	0,446	0
Indirect Effects				
Self Efficacy	0	0	0	0
Performance of Employee	0,181	0,208	0	0
Total Effects				
Self Efficacy	0,406	0,467	0	0
Performance of Employee	0,485	0,472	0,446	0

Table 2 reveals that the direct influence of leadership behavior on self-efficacy is 0.467 and on employee performance is 0.263. Then the influence of the work environment on self-efficacy is 0.406 and on performance is 0.304. While the effect of self-efficacy on the employee performance is 0.446. In addition the indirect influence of leadership behavior on employee performance is 0.208, while the indirect effect of the working environment on performance is 0.181. The total influence between leadership behaviors and employee performance is 0.472. The total influence between the work environment and employee performance is 0.485.

Mediating Effect Tests

To identify the mediating effect, the study should identify the direct effect, indirect effect, and total effect. Based on the results of the intervening effect testing, the relationship between leadership behavior and employee performance is mediated by the self-efficacy is displayed in Figure 2:

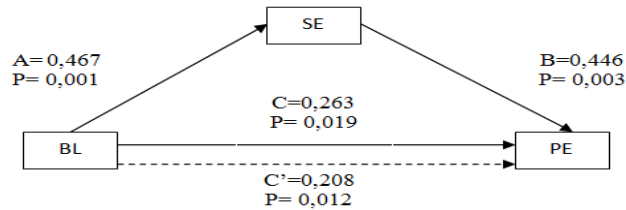


Figure 2. Indirect effect of leadership on employee performance via self-efficacy

Figure 2 reveals that the significance value of Sobel test is 0.012. This means that the significance value is lower than the level of significance of 5% or 0.05. It means that self-efficacy mediates the relationship between leadership behavior and employee performance partially. The results of the intervening effect testing relate to the variables of self-efficacy and employee work performance with employee performance mediated by self-efficacy and displayed in Figure 3:

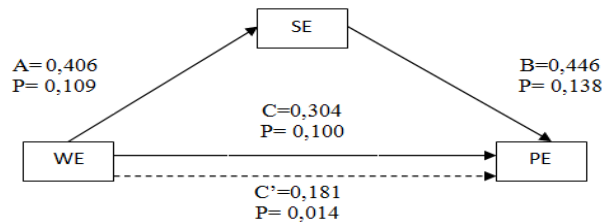


Figure 3. Indirect effect of leadership on employee performance via self-efficacy

Figure 3 shows the significance value of the Sobel test is 0.014. This means that this significance value is lower than the significance level of 5% or 0.05. It means that self-efficacy can mediate the relationship between the work environment and employee performance partially.

The findings of the study provide an overview of a comparison of the references used in this study. This comparison can be shown from the reference of previous research with the findings of the study currently analyzed. These theoretical implications are developed to strengthen or weaken some of the previous studies which are the references to this study. The leadership behavior and work environment have an effect on self efficacy. Thus, this study can strengthen several previous studies as previously described, so that these findings theoretically add or strengthen theoretical variables that contribute to self-efficacy.

V. Conclusion

The study found that the leadership behavior and working environment have significant direct effects on employee performance and indirect effect via self efficacy of employee at the regional planning agency in Aceh, Indonesia. The findings of this study enrich the existing empirical findings and strengthen theoretical variables that contribute to self-efficacy. In brief, the following conclusion could be made:

1. The results of this study indicated that leadership behavioral and working environment affects self-efficacy, thus this study could strengthen several previous studies so that theoretically these findings add or strengthen the theory that contributes to self-efficacy.
2. The results of this study indicated that leadership behavior, locus of control and working environment affect employee performance. Thus, this study could strengthen several previous studies so that theoretically these findings add or strengthen the theories that contribute to employee performance.
3. The results of this study also showed that the locus of control has no effect on self-efficacy. This showed that employee self-control has not been able to contribute to employee self-confidence so that it proves that employees have not maximized themselves and are confident in the work and responsibilities assigned to them.

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