

Locus of Control Personality of Women Leaders as a Moderator Influencing Personality Traits of Women Leaders on Employee Performance in the Sharia-Based Banking Industry in Makassar City

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Abstract

Recently researchers found that there are no significant differences in leadership abilities between males and females in executive positions emerged. Therefore there is no significant difference in personality between men and women in executive positions in improving employees' performance. This research will be focus on women executives (leaders) personality traits on improving employees' performance. This research aims to investigate the influence of personality traits of women leaders moderated by their locus of control on employee performance in the sharia-based banking industry in Makassar city. This research is going to use the big five model personality, self-efficacy, Machiavellian, and narcissism to analyze personality traits of women executive and also as independent variables. Employees' performances are going to be the dependent variable. And locus of control of the women executive is going to use as moderating variable that could possibly improve the relationship between the personality traits of the female executive on employees' performance. The sample of this research is 40 women executives (from supervisors to managers) in the sharia-based banking industry in Makassar city. The data of this research are collected by questioners. Then the data are going to be analyzed with SEM-PLS statistic. The statistical data gathered during the research revealed that internal locus of control of women leaders' moderate relationship between big five model personality, self-efficacy, machiavellian, and narcissitic personality of women leaders on employee performance in the sharia-based banking industry in Makassar city. Thus, this research results prove that locus of control could moderate in improving the relationship between personality traits of women leaders on improving employees performance but only internal locus of control of women leader not the external locus of control of women leader.

Keywords

women leadership personality traits; locus of control; big five model personality; self-efficacy; machiavellianism, narcissitic; employee's performance



I. Introduction

Fatmawati Rusdi takes her seat on the bench as the first woman on the Deputy Mayor of Makassar city. She is the first woman in the history of Makassar who has held the highest position in the city government, either as Mayor or Deputy Mayor. Makassar city is the capital of the Indonesian province of South Celebes or so-called South Sulawesi. She is a manifestation of gender equality which refers to an equal situation between men and women

in the fulfillment of rights and obligations in Indonesia especially in Makassar city which is the biggest city in eastern Indonesia.

Nowadays many women occupy high positions not only in the government but also in companies in Indonesia. Data from the Indonesian Central Bureau of Statistics (BPS / Badan Pusat Statistik) in table 1 below shows that managerial positions held by women in companies throughout Indonesia began to increase by almost 31% in 2019 compared to 2016 only 24%. Thus, this data showed that women in Indonesia are finally allowed their long waited rights of passage into the business world. This data representatives most companies in Indonesia, including sharia-based companies, especially Islamic banks or so-called sharia banks, are starting to make women's position as one of the executives of their management positions.

Table 1. Total Number of Manager Positions by Gender in Indonesia (in Percentage)

Gender / Year	2016	2017	2018	2019
Men manager	75,83	73,37	71,03	69,37
Women manager	24,17	26,63	28,97	30,63

Source: *Badan Pusat Statistik* (2020)

In the past time, many Asian countries that dominate by Muslim populations especially Indonesia have a perception that only men could hold leadership and success in the organization especially in companies. This perception came from old Islam traditional assumptions based on misperception in interpreting the Qur'an and Sunnah Hadist. These views lead to the open selection policies that denied women to lead in companies due to their sex. The truth is either the Qur'an or the Sunnah Hadist never precludes women from any position of leadership, except in leading prayer and the headship of state. As time passed by, the needs of Indonesian society changed again opening yet another door for women to lead in companies.

Locus of control leaders' personality identifies that the success and failure of leaders can depend on internal factors which come from their own efforts or occur due to external factors which are usually caused by their destiny. External locus of control or Jabariyah in Arabic word means coercion or more specifically, humans are forced to live their destiny. Asyhari in Suaramuslim.net (2019) describes that the Jabariyah outlook is a view where humans as weak, helpless, all human actions and actions is cannot be separated from the scenario and will of Allah SWT the God. Meanwhile, internal locus of control or Qadariyah in Arabic word describes everything that happened on humans is caused by actions carried out by humans themselves or elements of strength from humans themselves which have nothing to do with elements of external power including not being subject to God's destiny. Based on the statements of the verses of the Qur'an (Q.S Ash-Shafaat verse 96, Q.S Al-Insan verse 30, Q.S Yunus verse 108, Q.S Fushshilat verse 40, and Q.S Ar Ra'ad verse 11) and hadith (HR. Bukhari and Muslim) on the qadariyah and jabariyah views, it can be concluded that the position of the internal and external locus of control is equally true. This is because humans can change their fate but the God, Allah SWT is also the Most Determined of everything against His creatures where living creatures including humans cannot reject His will.

Retnoningsih (2018) found in her research that only the extraversion personality of the big five model personality had a significant and positive relationship to the performance of PT. BNI Syariah Yogyakarta Branch Office. While the results of locus of control, only internal locus of control which has a significant positive relationship to the performance

of employees of PT. BNI Syariah Yogyakarta Branch Office. Moreover, the results of the second field study conducted by Nevicka, et. al (2018) found that the core self-evaluation (include locus of control) of followers has a significant correlation in moderating the relationship of the influence of the leader's narcissistic personality on the performance of his followers (employees). Even followers (employees) who have low core self-evaluations (include locus of control) tend to have low performance when it comes to the narcissistic personality of the leader. These results studies might found that locus of control of leaders is possibly effected on the relationship between personality traits towards employees' performance. It's just that, if there is no form of handling that is innovative, comprehensive, and on target, the slum area is expected to continue to increase (Saleh, 2019).

II. Research Methods

This research uses quantitative methods to explain the causal relationships between the variables studied. Source of primary data comes from the questionnaire given to the respondents, while the secondary data comes from the result of previous studies and the related theories. The analysis model used Structural Equation Model (SEM) through Partial Least Squares (PLS) approach with SmartPLS software and Microsoft Excel.

This research uses the Structural Equation Model (SEM) analysis technique with Partial Least Square (PLS). This research followed the Chin (1998) and Ghozali (2014) study to run the second order confirmatory factor analysis approach. In the first step, the researchers have evaluation outer model with validated the reflective type first-order constructs and reported the Cronbach's alpha, composite reliability, and average variance extracted (AVE). In the second step is an analysis of the second-order constructs, the researchers took the latent variable score from the first model and made a repeated indicators approach (Chin, 1998; Ghozali, 2014). For the reflective measurement model confirmation to run the bootstrapping on 500 resampling, the researchers have reported the weights and the maximum variance inflation factor or path coefficients to validate the measurement model for reflective constructs (Hair et al., 2016).

III. Discussion

3.1 Demographic Statistics

A total of 42 women leaders in the sharia-based banking industry in Makassar city of samples were returned and can be processed. The demographic characteristics of 42 respondents' results are:

- a) In terms of ages: 50% were between the ages of 31 – 40 years old, 38% were \geq 41 years old and 12% were 21 – 30 years old.
- b) In terms of education level: 85% were bachelor degrees and 15% were master degrees.
- c) In terms of work period: 52% were 6 – 10 years of work, 24% were 11 – 15 years of work, 14% were \geq 15 years of work and 10% were 1 – 5 years of work.
- d) In terms of job level: 60% were low managers (supervisors), 35% were middle managers and 5% were top managers.

3.2 Descriptive Statistics

The descriptive statistics for each variables' indicators are presented in Table 2. The average value of all indicators are 3.8524 for the Big Five Model of personality (BFM)

indicator, 3.738 for Self-Efficacy personality (ED) indicator, 3.6369 for machiavellianism personality (MAC) indicator, 3.6785 for Narcissism (NARS) indicator, 3.6786 for internal locus of control (LKI) indicator, 3.5833 for external locus of control (LKE) indicator, and 3.7857 for employees' performance (KIN) indicator.

Table 2. Descriptive Statistics of Variable Indicators

Indicators	N	Min	Max	Sum	Mean		Std. Deviation Statistic
					Statistic	Std. Error	
BFM1	42	1,00	5,00	171,00	4,0714	,15390	,99738
BFM2	42	2,00	5,00	162,00	3,8571	,14687	,95180
BFM3	42	2,00	5,00	163,00	3,8810	,11905	,77152
BFM4	42	2,00	5,00	162,00	3,8571	,12555	,81365
BFM5	42	1,00	5,00	151,00	3,5952	,13225	,85709
ED1	42	1,00	5,00	159,00	3,7857	,15444	1,00087
ED2	42	2,00	5,00	160,00	3,8095	,12400	,80359
ED3	42	2,00	5,00	152,00	3,6190	,11279	,73093
MAC1	42	1,00	5,00	150,00	3,5714	,13262	,85946
MAC2	42	2,00	5,00	161,00	3,8333	,12714	,82393
MAC3	42	1,00	5,00	152,00	3,6190	,13612	,88214
MAC4	42	1,00	5,00	148,00	3,5238	,13733	,89000
NARS1	42	2,00	5,00	171,00	4,0714	,13798	,89423
NARS2	42	2,00	5,00	152,00	3,6190	,11782	,76357
NARS3	42	1,00	5,00	146,00	3,4762	,14948	,96873
NARS4	42	1,00	5,00	149,00	3,5476	,11905	,77152
KIN1	42	2,00	5,00	158,00	3,7619	,13115	,84995
KIN2	42	1,00	5,00	161,00	3,8333	,14017	,90841
KIN3	42	2,00	5,00	167,00	3,9762	,12972	,84068
KIN4	42	1,00	5,00	156,00	3,7143	,13753	,89131
KIN5	42	1,00	5,00	153,00	3,6429	,14387	,93238
LKI1	42	1,00	5,00	155,00	3,6905	,14654	,94966
LKI2	42	1,00	5,00	154,00	3,6667	,13489	,87420
LKE1	42	1,00	5,00	153,00	3,6429	,12670	,82111
LKE2	42	1,00	5,00	148,00	3,5238	,13733	,89000
Valid N (listwise)	42						

Source: Primary data processed in 2021

3.3 Data Analysis Results

This research used Structural Equation Model (SEM) method based on Partial Least Square (PLS) or so called as SEM-PLS to analyze research data. The SEM-PLS analysis method has two stages, namely the evaluation of the measurement model (outer model) and the structural model (inner model). The SEM-PLS software used in the analysis was SmartPLS version 3.0 and SPSS version 25.00.

a. The Measurement Model: Outer Model

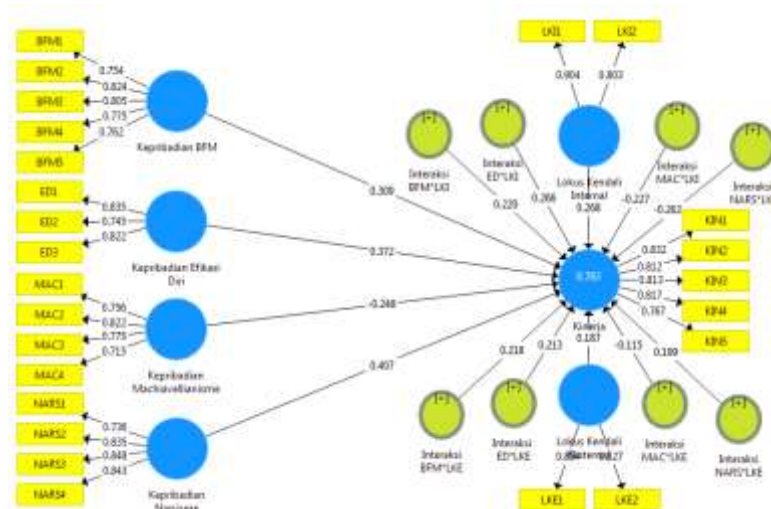


Figure 2. Outer Model with Locus of Control as Moderator Variable

b. Discriminant Validity and Reliability Test (Composite Reliability)

According to Chin (1998) and Gaskin et al. (2018) for construct reliability testing was measured by Cronbach's alpha and composite reliability. Constructs are stated reliable if they have Cronbach's alpha above 0.60 and composite reliability values above 0.70. While the sufficient value of average variance extracted (AVE) to measure the validity is 0.5 (Ghozali, 2014).

Table 3. Cronbach Alpha, Composite Reliability and Average Variance Extracted

Construct	AVE	Composite Reliability	Cronbachs Alpha
Big five model personality	0.559	0.862	0.801
Self-efficacy personality	0.642	0.843	0.720
Machiavellian personality	0.554	0.831	0.732
Narcissistic personality	0.667	0.889	0.833
Employees' performance	0.653	0.904	0.867
Internal locus of control	0.706	0.824	0.864
External locus of control	0.731	0.884	0.729

Source: Primary data processed in 2021

The result from Table 3 achieved the rule of thumb for Cronbach alpha values of 0.72 to 0.867. All the individual item composite reliability in this research were above 0.70, as depicted in Table 3. Thus, the research meets the criteria for individual item reliability. The AVE for all the constructs has achieved the minimum level of 0.50, resulting in sufficient convergent validity of constructs used in this research. Thus, this research meet the criteria to proceed to the analysis of the inner model.

Table 4. Loading and Cross Loading Value

Indicator	BFM	ED	MAC	NARS	KIN	LKI	LKE
BFM1	0.754	0.442	0.495	0.629	0.472	0.499	0.449
BFM2	0.824	0.600	0.588	0.585	0.609	0.595	0.455
BFM3	0.805	0.565	0.580	0.474	0.606	0.480	0.580

BFM4	0.775	0.544	0.535	0.497	0.679	0.545	0.605
BFM5	0.762	0.577	0.643	0.505	0.568	0.533	0.503
ED1	0.611	0.835	0.645	0.514	0.649	0.658	0.608
ED2	0.603	0.745	0.536	0.390	0.555	0.503	0.443
ED3	0.549	0.822	0.680	0.452	0.609	0.541	0.641
MAC1	0.553	0.551	0.756	0.426	0.577	0.570	0.762
MAC2	0.625	0.728	0.822	0.457	0.692	0.659	0.549
MAC3	0.445	0.421	0.775	0.387	0.441	0.573	0.613
MAC4	0.614	0.563	0.715	0.667	0.519	0.573	0.670
NARS1	0.554	0.428	0.459	0.736	0.451	0.506	0.582
NARS2	0.542	0.443	0.496	0.835	0.442	0.510	0.599
NARS3	0.609	0.443	0.598	0.848	0.525	0.564	0.666
NARS4	0.598	0.533	0.541	0.843	0.503	0.619	0.775
KIN1	0.694	0.571	0.548	0.469	0.832	0.502	0.704
KIN2	0.672	0.592	0.581	0.473	0.812	0.520	0.560
KIN3	0.430	0.600	0.611	0.432	0.813	0.540	0.574
KIN4	0.671	0.596	0.616	0.445	0.817	0.558	0.509
KIN5	0.660	0.690	0.514	0.565	0.767	0.519	0.629
LKI1	0.654	0.676	0.551	0.496	0.652	0.904	0.627
LKI2	0.384	0.499	0.526	0.387	0.468	0.803	0.700
LKE1	0.489	0.458	0.566	0.444	0.512	0.782	0.854
LKE2	0.584	0.491	0.537	0.543	0.474	0.687	0.827

Source: Primary data processed in 2021

(Note: **Bold font** is loading value, and Light font is Cross-loadings values)

Based on the data in Table 4, the loading value for each indicator has parentheses and the cross-loadings value is not marked with parentheses. All values from the cross-loadings in the table have a value less than their loading value. For example, the BFM1 indicator has a greater loading value for the big five model personality variable of 0.754, while the cross-loadings value for the self-efficacy personality variable is 0.442, the Machiavellian personality variable is 0.495, narcissistic personality variable is 0.629, internal locus of control is 0.499, external locus of control is 0.499, and the employee performance variable is 0.472. These results prove that the value of the cross-loadings of the BFM1 indicator is smaller overall than the loading value of the BFM1 indicator itself.

Table 5. Discriminant Validity (Latent Variable Correlation and Square Root of AVE)

	BFM	ED	MA C	NAR S	KIN	LKI	LKE
BFM	0.747						
ED	0.602	0.801					
MAC	0.707	0.557	0.744				
NAR S	0.467	0.567	0.645	0.815			
KIN	0.549	0.756	0.662	0.591	0.808		
LKI	0.721	0.711	0.798	0.675	0.465	0.840	
LKE	0.606	0.709	0.700	0.655	0.555	0.602	0.855

Source: Primary data processed in 2021

(Note: Values on the diagonal (**bold font**) are square of the AVE while the off-diagonals are correlations.)

All the square roots of AVE are higher than the correlation among latent variables as depicted in Table 5. The table 5 explains that the square AVE value on all variables has a higher value than the correlation between its latent variables. For example, the big five model personality variable has an AVE square value of 0.747, higher than the big five model personality value for self-efficacy personality which is 0.602, the value of big five model personality on Machiavellian personality is 0.707, the value of big five model personality on narcissistic personality is 0.467, the value of big five model personality on internal locus of control is 0.721, the value of big five model personality on external locus of control is 0.606, and the value of big five model personality on employees' performance is 0.549.

c. The Measurement Model: Inner Model

Inner model analysis between second-order constructs is carried out to ensure that the structural model built is robust and accurate (Ghozali, 2014). Robust regression is a regression method that is used when the error distribution data is abnormal or there are some outliers that influence the model (Chin, 1998). Evaluation of the inner-order construct inner model can be seen from several indications which one of them are Goodness of Fit Index (GoF).

Goodness of Fit (GoF) is a value that validates the structural model as a whole that can be seen through R^2 value. The value of R^2 is the value of the coefficient of determination on the dependent variable. In the evaluation stage, the inner model aims to see the influence between the variables contained in the model.

Table 6. Goodness of Fit Model

Endogenous Construct	R^2
Employees' performance	0.783

Source: Primary data processed in 2021

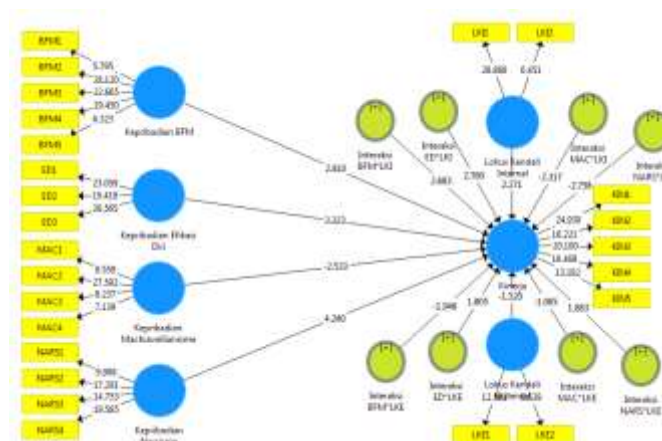


Figure 3. Inner Model with Locus of Control as Moderator Variable

d. Determination of Direct Model and Moderating Effect

The test of hypotheses in SEM PLS is done with a bootstrapping process that produces t-statistics values. If the t-statistics value is greater than that of the t-statistic with a 95% confidence level (>1.96) then the hypothesis is significant. If the significance value is less than 0.05, it means that it has a significant effect and if it is greater than 0.05, it is said to be insignificant. Table 7 are the results of bootstrapping of SmartPLS 3.0 software.

Table 7. Path Coefficients

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	P Value
BFM => KIN	0.309	0.306	0.110	0.110	2.810	0.008
ED => KIN	0.372	0.364	0.112	0.112	3.323	0.002
MACH => KIN	-0.248	-0.246	0.098	0.098	-2.533	0.015
NARS => KIN	0.407	0.405	0.096	0.096	4.240	0.000
LKI => KIN	0.268	0.267	0.118	0.118	2.271	0.029
LKE => KIN	-0.187	-0.178	0.123	0.123	-1.520	0.136
Moderating Effect (LKI)	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	P Value
Interaction BFM*LKI => KIN	0.220	0.220	0.082	0.082	2.683	0.011
Interaction ED*LKI => KIN	0.266	0.252	0.097	0.097	2.760	0.009
Interaction MAC*LKI => KIN	-0.227	-0.224	0.098	0.098	-2.316	0.026
Interaction NARS*LKI => KIN	-0.262	-0.260	0.095	0.095	-2.758	0.009
Moderating Effect (LKE)	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)	P Value
Interaction BFM*LKE => KIN	0.218	0.210	0.112	0.112	1.946	0.059
Interaction ED*LKE => KIN	0.213	0.211	0.118	0.118	1.805	0.079
Interaction MAC*LKE => KIN	-0.115	-0.110	0.108	0.108	-1.065	0.293
Interaction NARS*LKE => KIN	0.199	0.199	0.106	0.106	1.883	0.067

Source: Primary data processed in 2021

Based on the significance test as depicted in Table 7, the direct effect on the employees' performance variable can be described as follows:

- a) The effect of the internal locus of control personality of women leaders' variable (X_{m1}) on employees' performance (Y) produces 2.271 T-Statistic value and 0.002 P Value. Since 3.323 value is greater than 1.96 and 0.002 value is less than 0.05, therefore the self-efficacy personality of women leaders' variable has positive and significant effect on employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. Thus, the internal locus of control of women leaders have positive significant impact on employees' performance in the

sharia-based banking industry sharia-based banking industry in Makassar City. Therefore employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar city will be more improved in doing their job from their women leaders' internal locus of control personality.

- b) The effect of the external locus of control personality of women leaders' variable (X_{m2}) on employees' performance (Y_1) produces -2.533 T-Statistic value and 0.015 P Value. Since -2.533 value is less than 1.96 and 0.015 value is less than 0.05, therefore the external locus of control personality of women leaders' variable has negative and significant effect on employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. Thus, the external locus of control of women leaders have negative significant impact on employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. Therefore employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar city will be hard to improve in doing their job from their women leaders' external locus of control personality.
- c) The effect of the big five model personality of women leaders variable (X_1) on employees' performance (Y) produces 2.810 T-Statistic value and 0.008 P Value. Since 2.810 value is greater than 1.96 and 0.008 value is less than 0.05, therefore the big five model personality of women leaders' variable has positive and significant effect on employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. Thus, the big five model personality of women leaders have positive significant impact on employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. Therefore employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar city will be improved in doing their job from their women leaders' big five model personality.

Based on the significance test as depicted in Table 7, the moderating effect of internal locus of control of women leaders on the employees' performance variable can be described as follows:

- a) The moderating effect of the internal locus of control personality of women leaders (X_{m1}) variable in influencing effect the big five model personality of women leaders (X_1) variable towards employees' performance (Y) variable produces 2.683 T-Statistic value and 0.011 P Value. Since 2.683 value is greater than 1.96 and 0.011 value is less than 0.05, therefore the internal locus of control personality of women leaders' variable has positive and significant moderating effect in influencing the big five model personality of women leaders' variable towards employees' performance variable in the sharia-based banking industry sharia-based banking industry in Makassar City. Thus, the internal locus of control of women leaders moderate the relationship between the big five model personalities of women leaders with employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. This means that the internal locus of control of women leaders could affect enhance positive big five model personality of women leaders while improving employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar city.
- b) The moderating effect of the internal locus of control personality of women leaders (X_{m1}) variable in influencing effect the self-efficacy personality of women leaders (X_2) variable towards employees' performance (Y) variable produces 2.760 T-Statistic value and 0.009 P Value. Since 2.760 value is greater than 1.96 and 0.009 value is less than 0.05, therefore the internal locus of control personality of women leaders'

variable has positive and significant moderating effect in influencing the self-efficacy personality of women leaders' variable towards employees' performance variable in the sharia-based banking industry sharia-based banking industry in Makassar City. Thus, the internal locus of control of women leaders moderate the relationship between the self-efficacy personalities of women leaders towards employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. This means that the internal locus of control of women leaders could affect enhance positive self-efficacy personality of women leaders while improving employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar city.

- c) The moderating effect of the internal locus of control personality of women leaders (X_{m1}) variable in influencing effect the Machiavellian personality of women leaders (X_3) variable towards employees' performance (Y) variable produces -2.316 T-Statistic value and 0.026 P Value. Since -2.316 value is less than 1.96 and 0.026 value is less than 0.05, therefore the internal locus of control personality of women leaders' variable has negative and significant moderating effect in influencing the Machiavellian personality of women leaders' variable towards employees' performance variable in the sharia-based banking industry sharia-based banking industry in Makassar City.

The moderating effect of external locus of control of women leaders on the employees' performance variable based on the significance test as depicted in Table 7 can be described as follows:

- a) The moderating effect of the external locus of control personality of women leaders (X_{m2}) variable in influencing effect the big five model personality of women leaders (X_1) variable towards employees' performance (Y) variable produces 1.946 T-Statistic value and 0.059 P Value. Since 2.683 value is greater than 1.96 and 0.059 value is greater than 0.05, therefore the external locus of control personality of women leaders variable has positive but insignificant moderating effect in influencing the big five model personality of women leaders variable towards employees' performance variable in the sharia-based banking industry sharia-based banking industry in Makassar City. Thus, the external locus of control of women leaders couldn't moderate the relationship between the big five model personalities of women leaders on employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. This means that the external locus of control of women leaders don't have any effect on enhance big five model personality of women leaders while improving employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar city.
- b) The moderating effect of the external locus of control personality of women leaders (X_{m2}) variable in influencing effect the self-efficacy personality of women leaders (X_2) variable towards employees' performance (Y) variable produces 1.946 T-Statistic value and 0.059 P Value. Since 1.805 value is less than 1.96 and 0.079 value is greater than 0.05, therefore the external locus of control personality of women leaders variable has positive but insignificant moderating effect in influencing the self-efficacy personality of women leaders variable towards employees' performance variable in the sharia-based banking industry sharia-based banking industry in Makassar City. Thus, the external locus of control of women leaders couldn't moderate the relationship between the self-efficacy personalities of women leaders towards employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar City. This means that the external locus of control of women leaders don't have any effect on enhance self-efficacy personality of women

leaders while improving employees' performance in the sharia-based banking industry sharia-based banking industry in Makassar city.

e. Hypothesis Test

Table 8. Hypothesis Test

Hypothesis	Path Coefficient	P Value	Decision
The Big Five Model of Personality of female leaders has positively and significantly related to employee performance in the sharia-based banking industry in Makassar City.	0.309	0.008	Accepted
Personality self-efficacy of female leaders has positively and significantly related to employee performance in the sharia-based banking industry in Makassar City.	0.372	0.002	Accepted
Machiavellian personality of female leaders has positively and significantly related to employee performance in the sharia-based banking industry sharia-based banking industry in Makassar City.	-0.248	0.015	Accepted
The narcissistic personality of female leaders has positively and significantly related to employee performance in the sharia-based banking industry sharia-based banking industry sharia-based banking industry in Makassar City.	0.407	0.000	Accepted
The internal locus of control personality of female leaders has positively and significantly related to employee performance in the sharia-based banking industry in Makassar City.	0.268	0.029	Accepted
The external locus of control personality of female leaders has positively and significantly related to employee performance in the sharia-based banking industry in Makassar City.	-0.187	0.136	Rejected
The internal locus of control personality of female leaders moderate positive and significant the relationship of The Big Five Model of Personality of female leaders on employee performance in the sharia-based banking industry in Makassar City.	0.220	0.011	Accepted
The internal locus of control personality of female leaders moderate positive and significant the relationship of the self-efficacy personality of female leaders on employee performance in the sharia-based banking industry in Makassar City.	0.266	0.009	Accepted
The internal locus of control personality of female leaders moderate positive and significant the relationship of the Machiavellian personality of female leaders on employee performance in	-0.227	0.026	Accepted

the sharia-based banking industry sharia-based banking industry sharia-based banking industry in Makassar City.			
The internal locus of control personality of female leaders moderate positive and significant the relationship of the narcissistic personality of female leaders on employee performance in the sharia-based banking industry sharia-based banking industry sharia-based banking industry in Makassar City.	-0.262	0.009	Accepted
The external locus of control personality of female leaders moderate positive and significant the relationship of The Big Five Model of Personality of female leaders on employee performance in the sharia-based banking industry in Makassar City.	0.218	0.059	Rejected
The external locus of control personality of female leaders moderate positive and significant the relationship of the self-efficacy personality of female leaders on employee performance in the sharia-based banking industry in Makassar City.	0.213	0.079	Rejected
The external locus of control personality of female leaders moderate positive and significant the relationship of the machiavellian personality of female leaders on employee performance in the sharia-based banking industry sharia-based banking industry sharia-based banking industry in Makassar City.	-0.115	0.293	Rejected
The external locus of control personality of female leaders moderate positive and significant the relationship of the narcissistic personality of female leaders on employee performance in the sharia-based banking industry sharia-based banking industry sharia-based banking industry in Makassar City.	0.199	0.067	Rejected

Based on output of the bootstrapping from SmartPLS 3.0 software, the path coefficient values are presented in the Table 8. From Table 8, it can be explained that:

- a) Hypothesis 1 is accepted which the internal locus of control personality of female leaders has significantly related to employee performance and increase employee performance in the sharia-based banking industry in Makassar City with a value of 0.268.
- b) Hypothesis 2 is rejected which means not only external locus of control personality of female leaders has insignificantly related to employee performance but it also decrease employee performance in the sharia-based banking industry in Makassar City with a value of -0.187.
- c) Hypothesis 3 is accepted which the Big Five Model personality of female leaders has significantly related to employee performance and increase employee performance in the sharia-based banking industry in Makassar City with a value of 0.309.

- d) Hypothesis 4 is accepted which internal locus of control moderates the relationship between the Big Five Model personality of female leaders towards employee performance in the sharia-based banking industry in Makassar City with a value of 0.220.
- e) Hypothesis 5 is rejected however the external locus of control personality of female leaders increase the relationship between the Big Five Model personality of female leaders towards employee performance in the sharia-based banking industry in Makassar City with a value of 0.218.

IV. Conclusion

The findings of this research from SEM PLS statistics can be concluded that locus of control personality of women leaders could moderate the relationship mostly personality traits of women leaders towards employees' performance in the sharia-based banking industry in Makassar city. These personality traits in this research are the big five model personality, self-efficacy personality, including some of dark personality traits which are Machiavellian personality and narcissistic personality. However only internal locus of control of women leaders has moderating effect on the relationship between personality traits of women leaders towards employees' performance in the sharia-based banking industry in Makassar city. Only Machiavellian personality of women leaders and narcissistic personality of women leaders decrease employees' performance in the sharia-based banking industry in Makassar city if there is interfere of internal locus of control of women leaders on the relationship between them. While external locus of control of women leaders couldn't moderate the relationship between personality traits of women leaders towards employees' performance in the sharia-based banking industry in Makassar city. Yet, the big five model personality, self-efficacy personality, and narcissistic personality increase employees' performance in the sharia-based banking industry in Makassar city if there is moderating effect from external locus of control of women leaders on the relationship between them, but the moderating effect of external locus of control from women leaders has insignificantly impact on the relationship.

Interestingly, in the result of this research, narcissistic personality of women leaders on employees' performance and followed with self-efficacy personality of women leaders on employees' performance are most affected by moderating effect from internal locus of control of women leaders in the sharia-based banking industry in Makassar city. Also, narcissistic personality of women leaders has high significant direct impact to employees' performance in the sharia-based banking industry in Makassar City than any other personality trait variables in this research. And the narcissistic personality of female leaders increase employee performance in the sharia-based banking industry in Makassar City with a value of 0.407 which is higher value than any other personality trait variables in this research.

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