



Locus Of Control, Work Stress And Work Conflict On The Performance Of Bpjs Health Employees In The Padang Branch

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ABSTRACT

The purpose of this study was to determine the effect of locus of control, work stress and work conflict on the performance of BPJS Kesehatan Padang Branch employees. The most important managerial role is in human resources. Humans can be seen as the determining factor, because in the hands of humans all innovations will be realized in an effort to realize the company's goals. The type of research used in this research is quantitative research with the help of a questionnaire, where the respondents are employees of BPJS Kesehatan Padang Branch with a working position as company staff and including the head of the field, totaling 83 respondents. The analytical method used is descriptive statistical analysis and factor description analysis using SmartPLS 3.0 software. The results showed that locus of control had a significant and positive effect on employee performance; work stress has a significant and positive effect on employee performance; work conflict has a negative and insignificant effect on employee performance.

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1. INTRODUCTION

The purpose of this study was to determine the effect of locus of control, work stress and work conflict on the performance of BPJS Kesehatan Padang Branch employees. The most important managerial role is in human resources. Humans can be seen as the determining factor, because in the hands of humans all innovations will be realized in an effort to realize the company's goals. This research is an exploratory research with quantitative methods. The type of research used in this research is census research with the help of a questionnaire, where the respondents are employees of BPJS Kesehatan Padang Branch with a working position as company staff and including the head of the field, totaling 83 respondents. The analytical method used is descriptive statistical analysis and factor description analysis using SmartPLS 3.0 software. The results showed that locus of control had a significant and positive effect on employee performance; work stress has a significant and positive effect on employee performance; work conflict has a negative and insignificant effect on employee performance (Diamantidis & Chatzoglou, 2019).

Employee performance is the result of work produced by an employee based on the duties and responsibilities assigned by the organization. The achievement of this employee performance has an impact on the achievement of organizational goals. An employee is required to produce good performance, so that the company is able to achieve its goals. If the company is able to maintain the performance of its employees, then the company can be said to be successful in managing its human resources (Rivai et al., 2019).

Employee performance is influenced by several factors, namely, employee internal factors and employee external factors, from these factors employee performance can be assessed, if these factors can be maintained properly, will be able to improve the quality of employee work, and vice versa, if these factors cannot be maintained properly, then employee performance will also not be good, good or bad employee performance depends on the ability of the organization to maintain these main factors, the main task of the organization must maintain these factors, because with these factors an organization will be able to achieve its goals (Hasibuan, 2017).

BPJS Kesehatan is an insurance company that requires high-performing employees. At the entry into force of Law No. 24 of 2011 concerning BPJS, the board of commissioners and directors of PT. Askes (Persero) and PT. Jamsostek (Persero) is assigned by Law No. 24 of 2011 concerning BPJS to prepare various things needed for the transformation process or change from Persero to BPJS with the status of a public legal entity. These changes include the structure, work mechanism and institutional culture. The same thing happened to BPJS (Social Security Administering Body) Health itself in any branch. In this study BPJS Kesehatan Padang branch is the object of research that will be used by the author.

Employee performance can be influenced by individual factors, including psychological characteristics, namely *locus of control* which is an aspect of personality that refers to an individual's psychological system and unique traits that can decide a person's thinking and behavior (Triana et al., 2021). According to Pulungan & Rivai, (2021) *locus of control* is an action within a person in controlling themselves related to success or failure. Locus of control is very closely related to the way a person works with their self-image, when someone is able to control themselves well, is aware of their strengths and weaknesses, that person will choose a better, well-planned and systematic way of working (Hukom, 2021). Robbins & Judge (2018) divides locus of control into two, namely: *internal* and *external locus of control*. Ary & Sriathi (2019) they stated that those who tend to have an *external locus of control* will feel that every event that is experienced in their life is beyond their control, for example due to coincidence, fate or luck and for people with a dominant *internal locus of control* will feel they have a role or role. strength in everything that happens in his life.

In addition to *locus of control* which can also affect employee performance, companies must also manage internal and external factors that have the potential to hinder employee performance. One of the conditions that can interfere with the productivity of an employee is work stress. This is in accordance with what was stated by Robbins & Judge (2018) that if the stress level experienced by an individual is at a level that is too high, it can hinder a person's ability to deal with the environment. The stress has positive and negative effects as well. The positive effect of low-level stress is that individuals feel stressed when facing work, because this stress will encourage them to be able to work more enthusiastically and better. The negative effect of high-level work stress is that it can make individuals feel a drastic decrease in work (Pérez-Rodríguez et al., 2019).

In addition to work stress, work conflict can also affect employee performance. The differences that exist within the organization often lead to incompatibility which eventually leads to conflict. This is because something has happened to the organization, so there are many possibilities for conflict. Conflict is motivated by a discrepancy or difference in terms of values, goals, status and so on. Regardless of the factors behind the occurrence of a conflict, symptoms that arise in an organization when a conflict occurs where when

individuals or groups show hostile attitudes to other individuals or groups that affect performance in carrying out organizational activities (Widjaja et al., 2021).

Based on the background of the problems above, the authors are interested in conducting further research with the title "The Effect of Locus Of Control, Work Stress and Work Conflict on the Performance of BPJS Kesehatan Employees in Padang Branch".

2. RESEARCH METHOD

The object of research explains what and who is the object of research, where, when the research is carried out, the addition of other things needed (Umar, 2015). The object of this research is the employees of BPJS Kesehatan Padang Branch. The type of research used is causative, which is research with the aim of determining the causal relationship between the problem phenomena and those affecting the research variables. The research was conducted using quantitative methods, using statistical analysis by empirically testing the relationship between study variables (Seakaran, 2017).

The population in this study were employees of the Padang Branch of Health Social Security Administering Agency (BPJS) with the position of Head of Division and Staff with a total population of 83 employees (source: BPJS Kesehatan Cabnag Padang, 2022). This study took a sample of 83 employees as proposed by (Sugiyono, 2018). Saturated sampling is a sampling technique when all members of the population are used as samples. The identity of the respondents was analyzed based on 7 characteristics, namely gender, age, education, length of work, position, employment status and marital status.

This study uses employee performance as the dependent variable. Employee performance is the result of work achieved by employees of the Social Security Administering Body (BPJS) Health of the Padang Branch. There are three independent variables as factors that affect employee performance, namely locus of control, work stress and work conflict. The questionnaire used uses a 5-point Likert scale and is guided by a questionnaire that has been developed by previous researchers and modified according to research needs described in Table 1. The questionnaire was given to respondents in the form of a Google Form by creating a web link.

Table 1. Questionnaire References

Research Variable	Dimension	Author	Number of question
Locus of Control	1. Internal locus of control	Robbin & Judge (2018)	15
	2. External locus of control		
Work Stress	1. Environmental factor	Robbin & Judge (2018)	15
	2. Organizational Factor		
	3. Individual Factor		
Work Conflict	1. Individual Characteristics	Bambang Wahyudi (2012)	15
	2. Work situation		

	3. Organizational structure		
Employee Performance	1. Quantity 2. Quality 3. Presence 4. Ability to work	Wilson Bangun (2012)	15

After This study will use SmartPLS 3.0 for the data analysis method starting from the measurement model (outer model), model structure (inner model) and hypothesis testing (Ghozali, 2016). PLS according to Ghozali (2016) is an approach from covariance-based Structural Equation Modeling (SEM) to variant-based. Covariance-based SEM generally tests causality/theory, while PLS is more of a predictive model. PLS is the method and used as confirmation of the study theory. The measurement model test was conducted to measure the validity and reliability tests. While the structural model testing is carried out to test causality or to test hypotheses. Data analysis includes outer model, convergent validity, discriminant validity, reliability. and structural model testing (inner model) to test the hypothesis, coefficient of determination (R²), relevance of prediction (Q²), Path Coefficient to describe the results that affect the construct and test the mediation effect.

3. RESULTS AND DISCUSSIONS

To analyze the data in this study, the LRA technique was used, namely the data for each variable in this study was calculated to determine the distribution of respondents' answers to each variable and indicator. Table 2 shows that the LRA of this research variable is in the range of the poor category to the good category. The highest LRA score is employee performance variable with percentage (83.18%), locus of control variable (76.76%), work stress (61.12%) and work conflict (52.34%).

Table 2. Results of Descriptive Variables

Research Variable	N	Mean	TCR	Category
1. Locus of Control	83	3,84	76,76%	Pretty good
2. Work Stress	83	3,06	61,12%	Not good
3. Work Conflict	83	2,62	52,34%	Not good
4. Employee Performance	83	4,61	83,18%	Well

Convergent Validity is construct validity that measures the extent to which a construct is positively correlated with other constructs (Hair et al., 2014). Convergent validity relates to the principle that measures of a construct should be highly correlated. Indicators with a high loading factor have a strong contribution to explain the latent variable and vice versa, indicators with a low loading factor have a weak contribution to explain the latent variable. The rule of thumb used for convergent validity is outer loading > 0.7. If the value of outer loading > 0.7 then it is said that the indicator is valid and otherwise an indicator must be removed from the measurement model when the value of outer loading is < 0.7 and then the model is calculated again. The outer loading value of each research variable can be seen in the figure and table below.

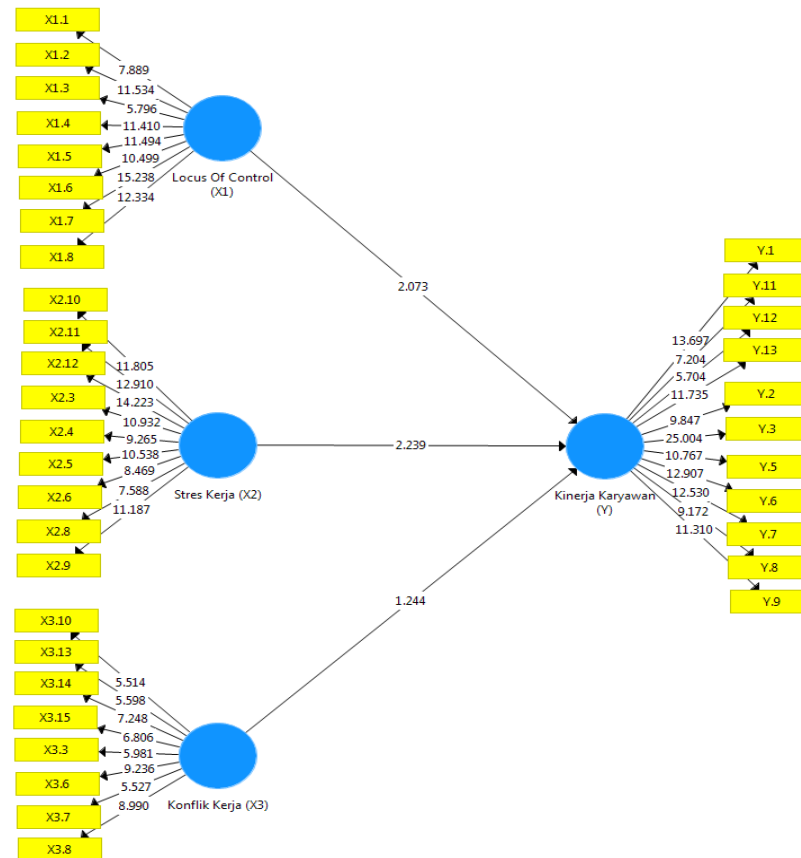


Figure 1. Outer Model

The AVE value describes the variance or diversity of the manifest variables that can be owned by the latent variable. Thus, the greater the variance or diversity of the manifest variables that can be contained by the latent variable, the greater the representation of the manifest variable on the latent variable. The AVE value is acceptable if the value is above 0.5, meaning that more than half the diversity of the indicators can explain the latent variable. The results show that all variables have an AVE value above 0.5 which can be seen in the table below:

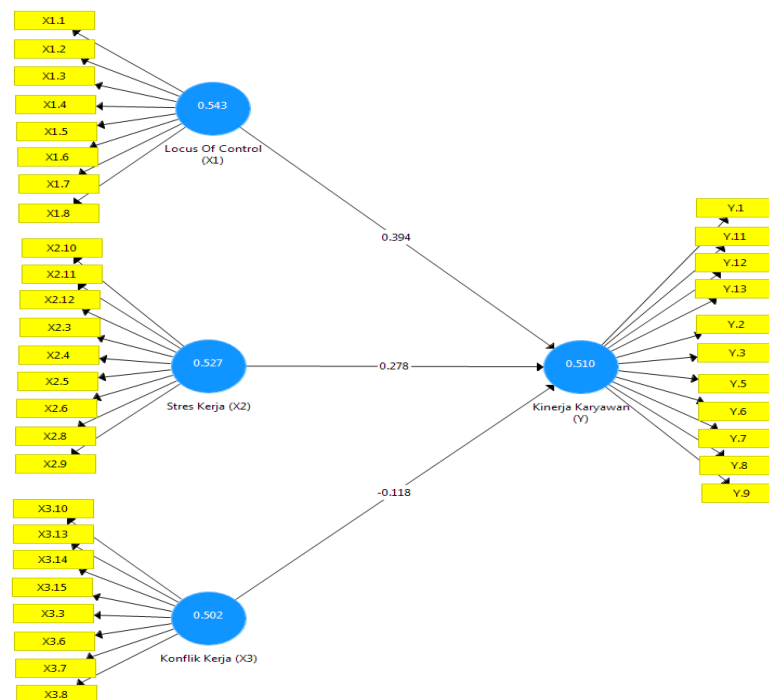


Figure 2. Outer Model

Discriminant validity refers to the extent to which certain constructs in the same model differ from each other (Hair et al., 2014). To test discriminant validity there are three types of analysis used: Fornell and Larcker criteria, cross loading and heterotrait-monotrait ratio (HTMT). Based on the Fornell and Larcker criteria, cross loading and HTMT ratios have met the requirements of discriminant validity and are considered valid.

The reliability test is intended to regulate how much a measurement can measure with a stable or consistent instrument (Hair et al., 2014). A construct is declared reliable if the value of Cronbach's Alpha and Composite Reliability > 0.7 (Hair et al., 2014). The results of Cronbach's Alpha and Composite Reliability tests have met the criteria of greater than 0.7. Therefore, it can be concluded that all variables are considered reliable or have good reliability to measure the construct.

The next step in testing the structural model is to test the R-square which aims to find out how the relationship between variables, according to Hair et al., (2014) the R-square value of 0.67 is categorized as strong, then if the value is 0.33 it is categorized as moderate and 0.19 is said to be weak. The results of the R-square test show that the contribution of the influence given by locus of control, work stress and work conflict to employee performance is 0.461, so it can be said that the contribution of the influence given by locus of control, work stress and work conflict to employee performance is moderate so that shows moderate model prediction accuracy.

According to Hair et al., (2014) explains that a model shows a good predictive relevance when its Q^2 value is greater than zero which indicates a good exogenous latent variable (appropriate) as an explanatory variable capable of predicting the endogenous latent variable. The result of the test is that the structural model obtained has a good prediction of relevance. This means that locus of control, work stress and work conflict are appropriate as explanatory variables that can predict employee performance. Path Coefficient will describe the contribution or influence between variables, carried out through a bootstrapping procedure. Path coefficient evaluation is used to show how strong the effect or influence of the independent variable on the dependent variable. In short, the

path coefficient is used to determine whether the research hypothesis is accepted or rejected. The hypothesis is accepted or rejected can be seen on the value of the t-statistical test. If the t statistic is above 1.96 (t-table) and the significance (p-value) is less than 0.05, the hypothesis is accepted. The test results can be seen in Table 3.

Table 3. Hypotheses Testing

Hypotheses	ORIGINAL SAMPLE (O)	T Statistics (O/STDE V)	P Values	Explanation
H1 : <i>Locus of control</i> -> Employee performance	0.394	2.100	0.036	Significant
H2 : Work Stress -> Employee Performance	0.278	2.269	0.024	Significant
H3 : Work Conflict -> Employee Performance	-0.118	1.178	0.239	Not Significant

To interpret the results or hypothesis testing on the data of the inner model stage, it can be seen from the value of the direct influence of each independent variable on the dependent variable is shown in Table 3. The results of hypothesis testing are as follows :

H1: Locus of control has a positive and significant effect on employee performance

Based on the results of testing the data using the SmartPLS program tool in table 3, the data analysis in Hypothesis 1 shows that *Locus Of Control* has a positive and significant effect on employee performance. This is because the t-count value is greater than the t-table value ($2.100 > 1.96$) and the P-Values value ($0.036 < 0.05$). Then the results of data analysis show that the original sample value is positive, namely 0.394, which means that the direction of influence between *locus of control* on employee performance is positive. Where employees with high internal locus of control can encourage employee performance improvements, this is because based on the results of the questionnaire research on the question "The work I have achieved so far, the results of my own hard work" get the highest score with a TCR value of 86.27%. Thus the increasing *internal locus of control*, the employee's performance will increase as well. Therefore, the hypothesis which states that *locus of control* has a significant and positive effect on employee performance is proven correct. Thus, hypothesis 1 is supported.

H2: Work stress has a positive and significant effect on employee performance

As shown in table 3, the data analysis in Hypothesis 2 shows that job stress has a positive and significant effect on employee performance. This is because the t-count value is greater than the t-table value ($2.269 > 1.96$) and P Values ($0.024 < 0.05$). Then the results of data analysis show that the original sample value is positive, namely 0.278, which means that the direction of influence between work stress on employee performance is positive. Thus, the more work stress increases, the employee's performance will also increase. Therefore, the hypothesis which states that work stress has a negative effect on employee performance is not proven. Thus, hypothesis 2 is not supported.

H3: Work conflict has a negative and insignificant effect on employee performance

Data analysis in Hypothesis 3 is shown in Table 4.9, that work conflict has a negative and insignificant effect on employee performance. This is because the t-count value is smaller than the t-table value ($1.178 < 1.96$) and the P Values ($0.239 > 0.05$). Then the results of data analysis show that the original sample value is negative, namely -0.118,

which means that the direction of influence between Work Conflict on Employee Performance is negative. Therefore, the hypothesis which states that work conflict has a significant and negative effect on employee performance is not proven. Thus, hypothesis 3 is not supported.

4. CONCLUSION

The analysis of hypothesis testing shows that Hypothesis 1 in this study is supported, which states that *Locus Of Control* has a significant and positive effect on Employee Performance confirmed. Thus *Locus Of Control* as a whole has a significant and positive effect on the performance of employees of BPJS Kesehatan Padang Branch. Where in this study shows that the greater the employee's internal locus of control, the greater the employee's performance and vice versa. This result is the same as the previous study conducted by Nainggolan et al., (2018) which stated that a higher *internal locus of control* can encourage an increase in employee performance.

Hypothesis testing analysis shows that Hypothesis 2 in this study is not supported, because work stress has a positive and significant effect on employee performance, so work stress is not proven to have a negative effect on employee performance. Thus, work stress has a positive and significant impact on the performance of employees of BPJS Kesehatan Padang Branch. Where changes in work stress are directly proportional to performance, so if the work stress variable increases, the employee performance variable will increase, and vice versa. This is because the employees of BPJS Kesehatan Padang Branch are able to manage work stress quite well. This is in line with previous research conducted by Putu & Jana (2018) and Ehsan & Ali, (2019) which proves that work stress has a positive and significant effect on employee performance.

The analysis of hypothesis testing shows that Hypothesis 3 in this study is not supported. So that work conflict has a negative and insignificant effect on employee performance. It can be proven that when there is a conflict of opinion, the employees of BPJS Kesehatan Padang Le Branch prioritize coordination and discussion to resolve the problems that arise. By coordinating, there will be no misunderstandings that can lead to conflict. The results of this study are in line with research conducted by Raub et al., (2021) which proves that work conflict has no significant effect on employee performance.

Based on the results of this study, the policy implications suggested for the management of BPJS Kesehatan Padang Branch to improve the *Internal Locus Of Control* for employees are that the company should provide training such as ESQ emotional training to create a sense of enthusiasm, positive thinking, and become a better person, while for can control Work Stress that occurs in employees in order to improve performance, namely by providing good Coaching with Emotional Intelligence training so that employees have better control and that can be done by optimizing the role of superiors through coaching, mentoring and counseling (CMC) activities. and alternative ways to minimize the occurrence of negative work conflicts, the company conducts job screenings every 6 months, or holds crue gatherings so that employees are able to work in teams better, pay more attention to the environment. work, conducting employee coaching and training.

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