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The influence of locus of control, work stress and work conflict on the performance of Bank Indonesia employees in West Sumatra

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ABSTRACT

Employee performance is the result of work produced by an employee based on the duties and responsibilities given by the organisation. The achievement of employee performance has an impact on the achievement of organisational goals. An employee is required to produce good performance, so that the company is able to achieve its goals. Employee performance can be influenced by individual factors, among others, in the form of 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 how a person thinks and behaves. This study aims to determine the effect of locus of control, work stress and work conflict on the performance of Bank Indonesia West Sumatra employees. The method used in this research is quantitative research with a descriptive approach. The population in this study were all employees of Bank Indonesia West Sumatra. The sample used was 68 people using the total sampling method. The data analysis technique is multiple linear regression. The results of the study show that: (1) Locus of control has a positive and significant effect on the performance of Bank Indonesia West Sumatra employees. (2) Work stress has a positive and significant effect on the performance of West Sumatra Bank Indonesia employees. (3) Work conflict has a negative and significant effect on the performance of Bank Indonesia West Sumatra employees. (4) Locus of control, work stress and work conflict simultaneously have a significant effect on the performance of Bank Indonesia West Sumatra employees.

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1. INTRODUCTION

Human resources are the most important part of a company. The most important resource owned by the company is employees, because employees have the expertise needed by the company in achieving its goals. The success of achieving company goals depends on human resources, so other resources will be useless and less useful for achieving company goals. An organisation can be said to be successful in building human resources if its employees work well according to the needs of the organisation. The success of the organisation can be seen from the performance of its employees, if employee performance is good, then the organisation can achieve its goals and vice versa, if employee performance is poor, then the organisation is difficult to achieve its goals, for that the organisation must be able to build its human resources which can be seen from the performance of its employees.(Anastasia et al., 2020). Employee performance is the result of work produced by an employee based on the duties and responsibilities given by the organisation. The achievement of employee performance has an impact on the achievement of organisational goals. An employee is required to produce good performance, so that the company can 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 (Hasibuan, 2014). Management can be expected to know the aspects that can affect the performance of employees at the time of the company and these problems will be able to shape company management to carry out policies, so that later it can be seen that there is an increase in employee performance that will be in accordance with company goals (Sutrisno, 2018).

Employee performance is influenced by several factors, namely, internal employee factors and external employee factors, it is from these factors that employee performance can be assessed, if these factors can be maintained properly, it will be able to improve the quality of employee work results, and vice versa, if these factors cannot be maintained properly, then employee performance will also not be good, the good and bad performance of employees is highly dependent on the ability of the organisation to maintain these main factors, the main task of the organisation that must maintain these factors, because with these factors an organisation will be able to achieve its goals (Hasibuan, 2014). According to (Mangkunegara, 2017) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him. according to (Wibowo, 2017) performance is a job and the results achieved from the job which discusses what work is done and what kind of way it will be done to do it. Each company will evaluate the performance of its employees by comparing the amount they do with the predetermined targets, whether it is in accordance with previous planning or not. Good employee performance will produce positive results, and poor employee performance will produce negative ones. Based on employee performance data at Bank Indonesia West Sumatra from 2020 to 2023, in 2020 the average employee performance reached 94.5% and in 2021 it decreased to 92.75%, while in 2022 employee performance fell further to 81.75% and this is considered that employee performance has decreased from year to year.

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 how a person thinks and behaves (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. Every human being has the ability to control themselves, both in determining good things, and in protecting themselves from things that will have a bad impact. Locus of control is closely related to the way a person works with their self-image, when someone is able to control themselves well, aware of their strengths and weaknesses, then that person will choose a better, well-planned and systematic way of working. (Robbins & Judge, 2018), divide locus of control into two, namely: internal and external locus of control. (Ary & Sriathi, 2019), they state that those who tend to have an external locus of control will feel that every event experienced in their lives is beyond their control, for example due to chance, fate or luck and for people with a dominant internal locus of control will feel they have a role or power in every thing that happens in their lives.

Basically, conflict is not something bad, conflict can have a positive impact and can also have a negative impact. The positive impacts of conflict include: conflict can improve the quality of organisational decisions, conflict can open up problems and solve problems that were previously ignored, conflict can encourage employees to appreciate other employees more according to their respective positions and conflict can encourage new ideas to make changes. The emergence of this positive impact requires support from managers to effectively manage conflicts that arise in their organisation (Karakose et al., 2021). For the company, this will certainly provide benefits where employee performance will increase so as to improve the quality of the company (Silaban, 2018). The negative impact of conflict, as we have seen that conflict can produce strong negative emotions. This emotional reaction is the first sign of a chain of reactions that can have harmful effects in the organisation. In addition to these negative reactions can cause tension, it can also distract employees from the task at hand. Ultimately, the conflict will have a negative impact on individual, group and organisational performance. In order for conflict not to have a negative effect, conflict must be resolved immediately so that it remains within reasonable limits (Karakose et al., 2021).

2. RESEARCH METHOD

Type of Research

This type of research uses a quantitative approach. This study tests and analyses the direct influence between locus of control, work stress and work conflict on performance. According to (Sugiyono, 2018) quantitative methods can be defined as research methods based on the philosophy of positivism, used to research on certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of testing predetermined hypotheses.

Data Type and Source

The type of data in this study is primary data, namely research data obtained or collected directly from the original source (without intermediaries). According to (Sugiyono, 2018) primary sources are data sources that directly provide data to data collectors. Meanwhile, the primary data sources in this study were obtained from answers to questionnaires distributed to respondents. In addition, the data used in this study also comes from various literatures such as previous research, and books related to the problem under study. The types and sources of data used in the research are as follows:

a. Primary data
   Data which is the main type of data that supports research. This primary data source was obtained directly from research respondents through respondents' answers in the research questionnaire that was circulated.
b. Secondary data
   Data which is the second type of data that supports research, this data is obtained indirectly from sources of information that are not sought by researchers themselves. Secondary data sources are data sources such as employee data, organisational structures, journals, and readings related to research and this data source is obtained from Bank Indonesia West Sumatra.

Data Collection Technique

The data collection technique in this research is using a questionnaire. After the data is obtained, the results will be presented descriptively and then analysed for the purposes of testing the hypotheses that have been developed (Sugiyono, 2005). The questionnaire was used to obtain primary data which was distributed directly to the selected sample by visiting the respondent. The questionnaire contains questions about the demographics of respondents such as gender, age, occupation, and length of service of employees, especially employees at Bank Indonesia West Sumatra. In addition, the questionnaire also contained statements about respondents' views relating to performance, locus of control, work stress, work conflict and work motivation.

Multiple Regression Analysis

Hypothesis testing in this study uses multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the variables that influence and the variables that are influenced. With the multiple regression equation model as follows:

$$Y = a + b1x1 + b2x2 + b3x3 + e \tag{1}$$

Where:
Y = Performance
a = Constant Instersep
X1 = Locus of control
X2 = Work stress
X3 = Work conflict
b1, b2 = Regression Coefficient
e = Error Term

T and F Statistical Test

T-statistic test

The t statistical test to see whether the independent variables X1, X2, X3, X4 have a significant effect on the dependent variable Y in the regression equation used, it is necessary to test the hypothesis using the t statistical test, namely comparing the tcount value with the ttable value at df = n-2. The formula for tcount in regression analysis is:

$$t\ count = \frac{b}{s_{b1}} \tag{2}$$

Description:
t hit = Test Value Coefficient
bi = Regression Coefficient
Sbi = Standard Error of Regression Coefficient

Hypothesis testing criteria: If t count is greater than t table then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, meaning that there is a significant effect of the independent variable on the dependent variable. Conversely, if tcount is smaller than ttable, the null hypothesis (Ho) is accepted and the alternative hypothesis (Ha) is rejected, meaning that there is no significant effect of the independent variable on the dependent variable. Other criteria if α = 0.05 is smaller or equal to the Sig value (α = 0.05 ≤ Sig), then Ho is accepted and Ha is rejected and vice versa.

F statistic test

The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. (Indriantoro, 2014) the formula used is:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)} \tag{3}$$

Where:
F : F test
R2 : Coefficient of determination
K : Number of independent variables
n : Number of samples

This F statistical test is carried out by comparing the Fcount value with Ftable at df = k, n-k-1, at a certain significant level. If Fcount is greater than Ftable, then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, whereas if Fcount is less than Ftable, then the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected. The F statistical test is used to determine whether the regression model used is appropriate in presenting the research data. This F statistical test is carried out by comparing the Fcount value with Ftable at df = k, n-k-1, at a certain significant level. If Fcount is greater than Ftable (Fcount ≥ Ftable), it means significant, then the null hypothesis (Ho) is rejected and the alternative hypothesis (Ha) is accepted, whereas if Fcount is less than Ftable, then the null hypothesis (Ho) is accepted, and the alternative hypothesis (Ha) is rejected (Ghozali, 2016).

Coefficient of Multiple Determination (R2)

To determine the size of the influence of the independent variable on the dependent variable, it is determined by the coefficient of multiple determination (R2). To measure the magnitude of the influence of the independent variable on the dependent variable, the coefficient of multiple determination (R2) is used (Sekaran, 2006). If the R2 value is close to 0 (zero), then the contribution (influence) of the independent variables simultaneously on the dependent is small. Conversely, if the R2 value is close to 1 (one), then the simultaneous contribution (influence) of all independent variables to the dependent variable is large. The test was carried out with the help of the SPSS programme

3. RESULTS AND DISCUSSIONS

Multiple Linear Regression Analysis

To find out how much the regression coefficient of each independent variable is and what is the direction of its influence on the dependent variable, it can be seen from the multiple regression data analysis obtained using the SPSS Version 22 programme as in the following table:

Table 2. Multiple Linear Regression Results

Variable	Coefficient of Regression	t-count	Sig.	Conclusion
Konstanta	54.079	4.672	.000	
Locus of Control (X_1)	.055	4.043	.001	Influenced
Job Stress (X2)	-.228	-8.190	.000	Influenced
Work Conflict (X3)	-.130	-4.132	.002	Influenced
F_{Count} = 14.483				
R Square = 0,672				
* Significant at α = 5%				

Source: Primary Data Processed, 2023

Based on the regression results from Table 2, the multiple linear regression equation in this study can be determined as follows:

$$Y = 54.079 + 0.055\ X1 - 0.228\ X2 - 0.130\ X3 \tag{4}$$

The interpretation of the regression equation obtained is as follows:

1. The constant value of 54.079 with a positive sign means that even though there is no locus of control, work stress and work conflict, the performance of Bank Indonesia West Sumatera employees remains at 54.079.
2. The regression coefficient of the locus of control variable shows a positive influence on the performance of Bank Indonesia West Sumatra employees with a value of 0.055, meaning that each increase of one unit of the locus of control variable will increase performance by 0.055.
3. The regression coefficient of the work stress variable shows a negative effect on the performance of Bank Indonesia West Sumatra employees with a value of -0.228, meaning that every one unit increase in the work stress variable will reduce performance by -0.228.
4. The regression coefficient of the work conflict variable shows a negative effect on the performance of Bank Indonesia West Sumatra employees with a value of -0.130,

meaning that every one unit increase in the work conflict variable will decrease performance by 0.130.

Hypothesis Testing Results

T-test

Partial regression testing (t test) is useful for testing the effect of each independent variable partially on the dependent variable. To determine whether there is an influence of each independent variable on the dependent variable, it is seen by comparing the probability value (p-value) of each variable with the significance level used at 5%. Based on the results of data processing, the following data were obtained:

1. Based on the first hypothesis proposed by the researcher, it shows that the locus of control variable has a significant effect on the performance of Bank Indonesia West Sumatra employees. It is also explained in the regression analysis results that the locus of control variable has a tcount value of 4.043 greater than the t table 1.978 and obtained a significance value of 0.001 less than the significance level of 0.05 (0.001 <0.05). Therefore it can be concluded that H1 is accepted.
2. The second hypothesis explained that the work stress variable has a tcount value of -8.190 smaller than the t table -1.978 and and obtained a significance value of 0.000 smaller than the significance level of 0.05 (0.000 <0.05). Therefore, it can be concluded that job stress has a significant effect on the performance of employees of Bank Indonesia West Sumatra, then H2 is accepted.
3. The test results for the third hypothesis show that work conflict has a significant effect on the performance of employees of Bank Indonesia West Sumatera. Work conflict has a tcount value of -4.132 smaller than the t table -1.978 and and obtained a significance value of 0.002 smaller than the significance level of 0.05 (0.002 <0.05), then H3 is accepted.

F-test

The fourth hypothesis shows that locus of control, work stress and work conflict together have a significant effect on the performance of employees of Bank Indonesia West Sumatra, it can be seen that the value of Fhitung> Ftabel (14,483> 3.07) with a significance of 0.000 <0.05, then H4 is accepted. In this case, the effect of locus of control and job stress on performance is positive. This can be seen from the regression coefficient value shown by b1 is positive. The positive value indicates that if these variables are increased, it will improve performance. While the effect of work stress and conflict is negative as seen from the regression coefficient value shown by b2 and b3 which is negative, meaning that if work stress and conflict are increased, it will reduce performance.

Coefficient of Determination

To find out how much influence locus of control, work stress and work conflict have on the performance of Bank Indonesia West Sumatra employees, it can be seen from the adjusted R square value in table 3.

Table 3. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	.677	.624	13.34818

a. Predictors: (Constant), Konflik kerja, Locus of control, Stres kerja

Source: Primary Data Processed, 2023

From Table 3, the R square value shows 0.677, this indicates that the contribution of locus of control, work stress and work conflict variables to the performance variable is 67.7% while 32.3% is determined by other factors not examined in this study such as leadership style, organisational culture and so on.

Discussions

Effect of Locus of Control on Performance

The results of hypothesis testing (H1) have proven that the locus of control variable has a significant effect on the performance of Bank Indonesia West Sumatra employees with a significance level of 0.001 <α 0.05, thus it can be concluded that H1 is accepted. The regression coefficient of the locus of control variable shows a positive effect on performance. So it can be said that locus of control has a positive and significant effect on the performance of employees of Bank Indonesia West Sumatra. From this study it can be said that locus of control has a role in improving performance, the better the locus of control, the higher the performance, on the contrary, the worse the locus of control, the lower the performance. The results of descriptive analysis on the locus of control variable are in the good category, where the internal locus of control dimension obtained the lowest respondent achievement. This means that internal locus of control has a low impact on employee locus of control at Bank Indonesia West Sumatra. If the internal locus of control owned by employees is low, it will have an impact on low performance as well. The results of this study are in line with the research of Neni Triana, Muttaqien, Bobby Rahman (2021) which found that locus of control affects performance. The same thing is also shown by research conducted by (Ary & Sriathi, 2019) where the results showed that locus of control partially had a significant effect on performance. This research is in line with (Rivai & Syahrul, 2022) who states that locus of control has a significant and positive effect on employee performance. According to (Karimi, 2018) locus of control can reduce work stress in the workplace so as to improve performance effectively.

The Effect of Job Stress on Performance

From the results of hypothesis testing (H2), it has proven that the work stress variable has a significant effect on the performance of Bank Indonesia West Sumatra employees with a significance level of 0.000 <α 0.05, thus it can be concluded that H2 is accepted. The regression coefficient of the work stress variable shows a negative effect on performance. So it can be said that work stress has a negative and significant effect on the performance of employees of Bank Indonesia West Sumatera. From this study it can be said that work stress has an impact on reducing performance. The higher the job stress, the lower the performance, on the contrary, the lower the job stress, the higher the performance. The results of descriptive analysis on work stress variables are in the high category, where the environmental factor dimension gets the lowest respondent achievement. This means that environmental factors have a low impact on work stress carried out by employees at Bank Indonesia West Sumatra. If the work stress is low, the performance will increase. The results obtained from this study are in line with the research of (Diamantidis & Chatzoglou, 2019) showing that work stress has a significant effect on performance. In line with the research of (Muhamad Ekhsan & Septian, 2021) work stress directly has a positive and significant effect on employee performance. the results of (Putra et al., 2020) work stress research have a positive and significant effect on employee performance. Companies are expected to The company is expected to implement an employee work stress control program to reduce work stress experienced by employees and further optimise employee performance. This is also the same as the results of research conducted by (Kobis et al., 2022) and states that work stress has a positive and significant effect on employee performance. The results of research conducted by (Kurniawan et al., 2018) which states that work stress has a direct but insignificant effect on employee performance.

The Effect of Work Conflict on Performance

The results of hypothesis testing (H3) have proven that work conflict variables have a significant effect on the performance of Bank Indonesia West Sumatra employees with a significance level of 0.002 <α 0.05, thus it can be concluded that H3 is accepted. The regression coefficient of the work conflict variable shows a negative effect on performance. So it can be said that work conflict has a negative and significant effect on the performance of employees of Bank Indonesia West Sumatra. From this study it can be said that work conflict has an impact on the rise and fall of employee performance. The higher the work conflict, the lower the performance, otherwise the lower the work conflict, the higher the performance. The results of descriptive analysis on work conflict variables are in the high category, where the work situation dimension obtained very high respondents' achievements. This means that the work situation has a low impact on work conflicts carried out by employees at Bank Indonesia West Sumatra. If work conflicts occur frequently, it will result in a decrease in performance. The results obtained from this study are in line with the research of (Diamantidis & Chatzoglou, 2019) showing that work conflict has a significant effect on performance. In line with the research of Muhamad Ekhsan, Burhan Septian (2021) work conflict directly has a positive and significant effect on employee performance.

The Effect of Locus of Control, Job Stress and Job Conflict Together on Performance

The results of hypothesis testing (H4) have proven that the variables of locus of control, work stress and work conflict together have a significant effect on the performance of employees of Bank Indonesia West Sumatra. Through the results of calculations that have been carried out, the value of Fhitung> Ftabel (14.483> 3.07) with a significance of 0.000 <0.05, then H4 is accepted. The contribution of the influence of locus of control, work stress and work conflict on performance is 67.7% while 32.3% is determined by other factors not examined in this study such as leadership style, organisational culture, commitment and so on.

4. CONCLUSION

Based on the analysis and discussion, it can be concluded as follows ; 1). Locus of control has a positive and significant effect on the performance of West Sumatra Bank Indonesia employees. This means that both locus of control have a direct influence on performance, 2). Job stress has a negative and significant effect on the performance of employees of Bank Indonesia West Sumatra. Job stress has a negative effect on performance. The higher the job stress, the lower the performance, otherwise the lower the job stress, the higher the performance, 3). Work conflict has a negative and significant effect on the performance of Bank Indonesia West Sumatra employees. In this study, work conflict has a negative effect on performance. The higher the work conflict, the lower the performance, otherwise the lower the work conflict, the higher the performance, 4). Locus of control, work stress and work conflict together have a significant effect on the performance of employees of Bank Indonesia West Sumatra. Locus of control, work stress and work conflict have a direct influence on performance. It is hoped that further research will discuss more deeply related to Locus of control, Job stress, Work conflict so that there is a deeper study related to each of these variables.

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