



Relationship between Organizational Culture and Locus of Control with Bogor Regency Employee Performance

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ABSTRACT

This study aims to determine the relationship between Organizational Culture and Locus of Control (LOC) with the Performance of Bogor Regency Employees. The method used is a survey with a correlational study involving 112 sample people. There are three instruments that measure performance (rel. 936), organizational culture (rail. 790), and LOC (rel. 912). Data has been analyzed by two-way ANOVA. The results revealed that there were positive and significant correlations between these variables, even though they were controlled by second-order correlations, still significant between them. Therefore it can be concluded that if the performance will be improved, the Organizational Culture and LOC employees must be considered.

Keywords: Performance, Organizational Culture, Locus of Control

JEL Classifications: L2, M14

1. INTRODUCTION

Performance is a process that produces something, in this process the factors of physical, non-physical, moral and mental conditions, environment and place play an important role. Nelson (2006, p.191) stated “performance is most often thought of as task accomplishment.” Newstrom (2011, p.27), menyatakan bahwa “performance: the outcomes, or end results, are typically measured in various forms of three criteria: quantity and quality of products and services; level of customer service.”

The issue around employee productivity in this case is often doubted. Many news media that contain job irregularities, the number of employees who leave the office during working hours for reasons that cannot be accounted for, throwing responsibility at each other, an unfavorable work culture and others, is a phenomenon that is very counter productive, but with exhale Issues of good governance pressure to increase productivity is greater. Bureaucracy must position itself in the role of facilitating and enabling (providing facilities and opportunities). The certainty

of law enforcement and government policies that are consistent and clear. In addition, a trustworthy government must implement an accountable, transparent, openness, participation, justice conception in the Rule of Law.

With this very important role, it can be implemented effectively, bureaucratic work productivity can be optimum. Thus it will produce or increase the work productivity of bureaucratic organizations to the maximum and quality. Every organization wants to achieve the highest level of performance, it is always needed balanced actions of variables that affect performance are impossible only focus on quality by ignoring costs, productivity, or production time. They must divide efforts between performance factors so that the time needed for each optimum.

While performance problems are not a simple problem, because there are many things that affect the achievement of high performance, among others: the attitude of leaders and leadership, placement of employees in accordance with their competencies, commitment high, compensation in accordance

with workload, system/procedure that is in accordance with organizational characteristics, employee motivation and recognition, communication, locus of control (LOC), and good organizational culture and others.

Observation results of the staffing of Bogor Regency with achievements performance that is less than optimal is influenced by various problems including culture low organization. Educational/expertise specifications are not in accordance with the position carried out, for example the subdistrict head was carried by a head of the puskesmas, official head of office which is a technical position but held by social scholars which do not have specifications in the position.

2. THEORETICAL BACKGROUND, MODEL AND HYPOTHESES RESEARCH

2.1. Performance

According to Curtis, “performance is behavior that has been evaluated in term of its contribution to the goals of the organization” (Cook et al., 2001, p.244). Lebih jauh Griffin mengatakan: The core of performance management is the actual measurement of the performance of and individual or group. Performance measurement or performance appraisal is the process by which someone (1) evaluates an employee’s work behaviors by measurement and comparison with previously established standards, (2) documents the result, and (3) communicates the result to the employee (Griffin and Moorhead, 2014, p.155).

Luthans said, “people generally have in intense desire to know how they are doing, they engage in feedback-seeking behavior. Even though generally accepted that feedback enhances individual performance in behavioral management” (Luthans, 2008, p. 389). Besides, performance according to William M. Lindsay and Joseph A. Petrick (1997, p.172), “Performance is the contribution both individuals and system make the accomplishment of the objectives organization.” The same opinion expressed by Robbins and Timothy A. Judge (2011, p.599) which explain that there are three types of the main behaviors that shape performance, namely:

- Task performance. Performing the duties and responsibilities that contribute to the production of a good or service to administrative tasks. This includes most of the tasks in a conventional job description.
- Citizenship. Action that contribute to the psychological environment of the organization, such as helping others when not required, supporting organizational objectives, treating co-workers with respect, making constructive suggestions, and saying positive things about the workplace.
- Counterproductivity. Actions that actively damage the organization. These behaviors include stealing, damaging company property, behaving aggressively toward co-workers, and avoidable absences.

Whereas according to John et al (2010, p.10). “task performance is the quantity and quality of work produced or the services provided by the work unit as a whole”. Next is Williams (2006, p.295) that is “performance appraisal is the process of assessing how well

employees are doing their jobs.” Performance in the opinion of Bateman and Snell (1999, p.348) is “performance measures fall into one of three basic categories: traits, behaviors, and result”. Gibson et al. (2012, p. 374), define the job performance is the outcomes of jobs that relate to the purposes of the organization such as quality, efficiency, and other criteria of effectiveness.”

Benefits of performance assesment according to Gibson “performance evaluation in the context of socialization, provides important feedback about how well the individual is getting along in the organization” (Gibson et al., 2012, p. 46). Types of performance include job performance and task performance. According to Colquitt, Lepine and Wesson, job performance is formally defined as value a set of behaviors of employees who support, either positively or negatively, to the achievement of organizational goals. While the task performance is divided into two categories namely the assessment of community performance and behavior. Both have their influence positive towards the organization. The third category is bad behavior, behavior this bad effect has a negative effect on the organization. So performance is employee work behavior that contributes to the organization.

2.2. Culture Organizational

According to Robert (2006, p. 342), “organization culture as a philosophy that underlies as organization’s policy and as the shared values and norms that exist in an organization and that taught to incoming employees.” Vecchio explained that organizational culture is values and norms formulated in an organization and invested in all employee. The values and norms include the same feeling, behavioral arrangements, and historical processes in developing values and norms the norm.

Robert (2006, p. 344) also explains that, “the origin, maintenance, and the modification of the organization’s culture can be understood in terms of central concepts.” That is, organizational culture can be modified with six main concepts, namely: (1) critical decisions of the founder of the organization, (2) guiding ideas and missions, (3) social structure, (4) norms and values, (5) memorable history and symbolism, and (6) institutional arrangements.

Shane and Glinow (2008, pp. 466-467), say that is related to the function of organizational culture, “a strong organizational culture potentially inceases a the company’s success by serving three important functions: (1) control system, culture organization is social control that influences employee decisions and behavior. Culture can direct employees in ways that are consistent with expectations organization; (2) social glue, organizational culture is a binding “social glue” people together and make employees feel part of the organization’s experience. Employees are motivated to internalize the dominant organizational culture because of help meet employee social identity needs. Social glue is increasingly important as a way to attract and maintain the best performance of new staff; (3) make understanding, organizational culture to make the process reasonable. This matter help employees understand what’s happening and why things happen in an organization.

As according to Ricky and Moorhead (2008, p. 484) say that, “The organization’s set of values that helped the organization’s

employees understand which actions are considered acceptable and which are unacceptable.” Formation Organizational culture takes place through five stages, namely:

1. Formulate strategic value, which is the basic trust of an environment organization that forms a strategy
2. Develop cultural value, is the values that must be owned by members and carried out by the organization in carrying out the strategy
3. Create vision, is to create a picture of what will happen organization in carrying out the strategy
4. Initiate implementation strategies, namely building values and starting acting to achieve vision
5. Reinforce cultural behavior, which gives reinforcement to behavior members who have demonstrated cultural values and implemented organizational strategy. Among them are giving awards, document in writing, and carry out event activities ceremonial which strengthen the culture that has been carried out.

George and dan Gareth (2005, p.535) say that, “an organization culture is the set of shared values, beliefs and norms that influence the way employees think, feel and behave toward each other and toward people outside the organization. George and dan Gareth (2005, pp.542-547) explains that organizational culture is formed by interaction of the four main factors, namely: (1) Characteristics of people within the organization; (2) Organizational ethics; (3) The employment relationship, and (4) Organizational structure.” These factors work together to produce different cultures in different organizations and cause cultural changes over time.

2.3. LOC

In the opinion of Farazmand (2002, p.199) about LOC at explain that, Rotter posited that LOC has two dimentions. Internal LOC suggest that people belief reinforcements are dependent on their actions; consequently, their existance and future people are able to shape. External LOC suggest that people believe reinforcement are independent of their actions, thus their future is more important by chance than direct personal interventions.

So according to Rotter, LOC has two dimensions. LOC internally, that is, people believe that power is bound to self-action themselves, like the consequences, people can change their existence and time front. External LOC, people believe that power is not bound to one’s own actions, meaning that the future is more determined by opportunity rather than direct self-influence.

Wendy Austin and Boyd (2010, p. 857) in the book *Psychiatric And Mental Health Nursing For Canadian Practice* explains: Rotter, a social learning theorist, proposed that there are two dimensions of locus of contral-internal and external. Individuals with an internal LOC believe that they can influence the outcome of events in the world. They accept that they are responsible for their behavior, rationally appraise situations, and choose a course of action that will have favorable consequences. By contrast, individuals who have an external LOC believe that this is the control of some external agent (e.g., luck, luck, authority figures).

That is to say Rotter, a social learning theorist, reveals there are two dimensions of internal and external control centers. Individuals with centers Internal controls believe that they can influence the outcome of events at world. They accept that they are responsible for their behavior, judge the situation rationally, and choose actions that will have consequences profitable. Instead individuals with external control centers believe that their fate is under the control of several external agents (for example, luck, authority figure).

LOC is how individuals feel/see lines/relationships between his behavior and consequences, whether he can accept responsibility or not his actions. LOC has external and internal dimensions. Dimension externally will assume that the responsibility of all actions is outside themselves the perpetrator. While the internal dimension sees that the responsibility of all actions it is in the perpetrator himself.

Thus, the LOC is how individuals are believe that power is bound to their actions, like consequences, so whether someone can accept responsibility for his actions. The LOC has two dimensions namely the Control Center Internal (Internal LOC) and external control center (External LOC). The external dimension will assume that the responsibility of all actions it is outside the offender. While the internal dimensions see that responsibility answer to all the actions that are in the perpetrator himself. According to Walker, et al. (2007), that: Rotter (1966) is known for the development of the first LOC (LOC) measurement scale, which is believed about control on a single bipolar dimension: internal versus external. Internal LOC refers to the belief that I am responsible for the things that happen to me. External LOC refers to the belief that things that happen to me are a consequence of luck, fate, chance or someone else.

Rotter (1966) is famous for the development of the first scale of control posat, putting beliefs about control in two dimensions: Internal versus external. The internal control center refers to the belief that I am responsible for things that happen to yourself. The external control center refers to the belief that things that happen to someone are a consequence of luck, opportunity, fate, or someone else.

So it was concluded that the LOC is the level of trust that someone can accept responsibility for his actions. Center LOC has two dimensions, namely: The center of internal control (Internal LOC) and external control center (External LOC). The internal control center (Internal LOC) is an individual seeing that the responsibility of all actions is in oneself. While the center external control (external LOC) is that individuals assume responsibility the answer to all the actions is outside the actor’s self like luck, opportunity, and the presence of others.

Kreitner and Kinichi (2001, p.203) say that the results achieved locus of internal control is ascribed to his activities. Whereas in individuals with external LOC assumes that the success achieved is controlled by surrounding conditions.” So the internal LOC views success and failure comes from yourself, while on external LOC, success and failure comes from the influence of the surrounding environment.

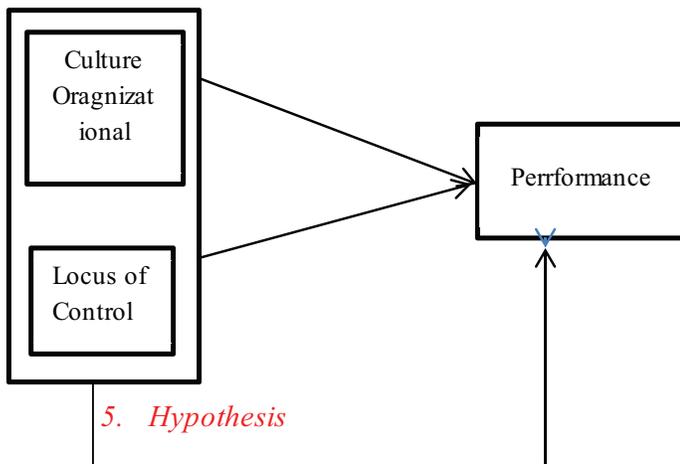
Zimbardo (1985, p. 115) states that “internal and external dimensions in Rotter’s LOC focuses on the strategy of achieving goals without pay attention to the origin of the destination.” For someone who has an internal LOC will see the world as predictable and behavior individuals play a role in it. Conversely, individuals who have external LOC will see the world as something that cannot be predicted. Likewise in achieving goals, individual behavior will not have a role in inside it. Individuals who have more external LOC are identified many rely on their hopes to depend on others and more search for and choose favorable situations. Meanwhile, individuals who Having an internal LOC is identified as relying more on it his hopes for himself and also more fun than skills only a favorable situation.

The concept of LOC used by Rotter has four concepts basis, namely:

- Potential behavior, which is every possibility that relatively appears on certain situations, related to the desired results in one’s life.
- Hope, is a possibility of various events that will appears and is experienced by someone.
- The elemental value of reinforcement, namely the choice of various strengths of reinforcement for the results of several other amplifiers that can appear in similar situations.
- Psychological atmosphere, namely the form of good stimulation, internally and external that someone receives at a certain time that increases or lower expectations of the expected results.

2.4. Model of Research

Research model is presented below:



2.5. Hypothesis

- H₁: There is a positive relationship between organizational culture and performance.
- H₂: There is a positive relationship between LOC and performance.
- H₃: There is a positive relationship between organizational culture and LOC with performance.

3. RESEARCH METHODS

The research method used is the survey method, namely the method research used to reveal the influence of cultural variables

organization, LOC and performance. In accordance with the titles and problems that exist, the implementation of research is carried out through correlational methods.

Inferential analysis (hypothesis testing) with regression and correlation analysis, good simple or multiple. Previously it was necessary to test the requirements for data analysis, namely the test estimated error normality and variance homogeneity Y over X (X₁ and X₂) To analyze the data collected, the author uses it percentage formula as follows:

$$P = \frac{F}{N} \times 100\%$$

Information:

P = Presentage

F = Respondent’s frequency of answers

N = Number of respondents.

1. Correlational analysis techniques are statistical analysis techniques regarding relationships between two variables.
2. The formula used to process the data is the formula. Product moment.

The formula is:

$$r_{xy} = \frac{\sum XY}{\sqrt{(\sum X^2)(\sum Y^2)}}$$

Keterangan: rxy: Angka Indeks Korelasi “r” product moment

N: Number of cases

∑xy: The number of multiplication results between x and y scores

∑x: Total number of scores x

∑y: Total overall score y.

4. RESULTS AND DISCUSSION

4.1. Analysis for H₁

The relationship between organizational culture variables and performance was analyzed simple regression. The results of the simple regression analysis get the equation $\hat{Y} = 25.164 + 0.535 X_1$. For significance testing and regression linearity tables are used ANOVA is as follows in Table 1.

Based on ANOVA list for significance test and regression linearity seen the price of F_{count} amounting to 105 and 0.537; if taken the real level $\alpha = 0.05$ then for test the null hypothesis (I), that is, from the list of distributions F with numbers 1 and dk denominator 92 is obtained by F_{table} $\alpha = 0.05$ at 3.10; and to test the null hypothesis (II) with the numerator 46 and the denominator 46 obtained F_{table} $\alpha = 0.05$ at 1.60; with thus the null hypothesis (I) is rejected because of F_{count} > F_{table}, so that from this aspect regression obtained is significant. Hypotresis zero (II) is accepted because F_{count} < F_{table} so it can it is said that linear regression. Based on the results of the calculation of the correlation coefficient obtained $py_1 = 0.699$ with $t_{count} 8.474 > t_{table} 1.987 (\alpha = 0.05)$, because $t_{count} > t_{table} (\alpha = 0.05)$, then H₀ is rejected, which means that there is a positive relationship between organizational culture (X₁) with

Table 1: Meaning test and linear regression Y on X₁

Source of variance	Df	JK	RJK	F _{calculation}	F _{table} (α=0.05)	F _{table} (α=0.01)
Total	112					
Regression (a)	1					
Regression (b a)	1	1313.190	1313.190	105.00**	3.949	6.932
Residual	88	1375.729	110			
Suitable	25	187.629	7.505	0.537 ^{ns}	2.211	
Error	85	1188.100	13.978			

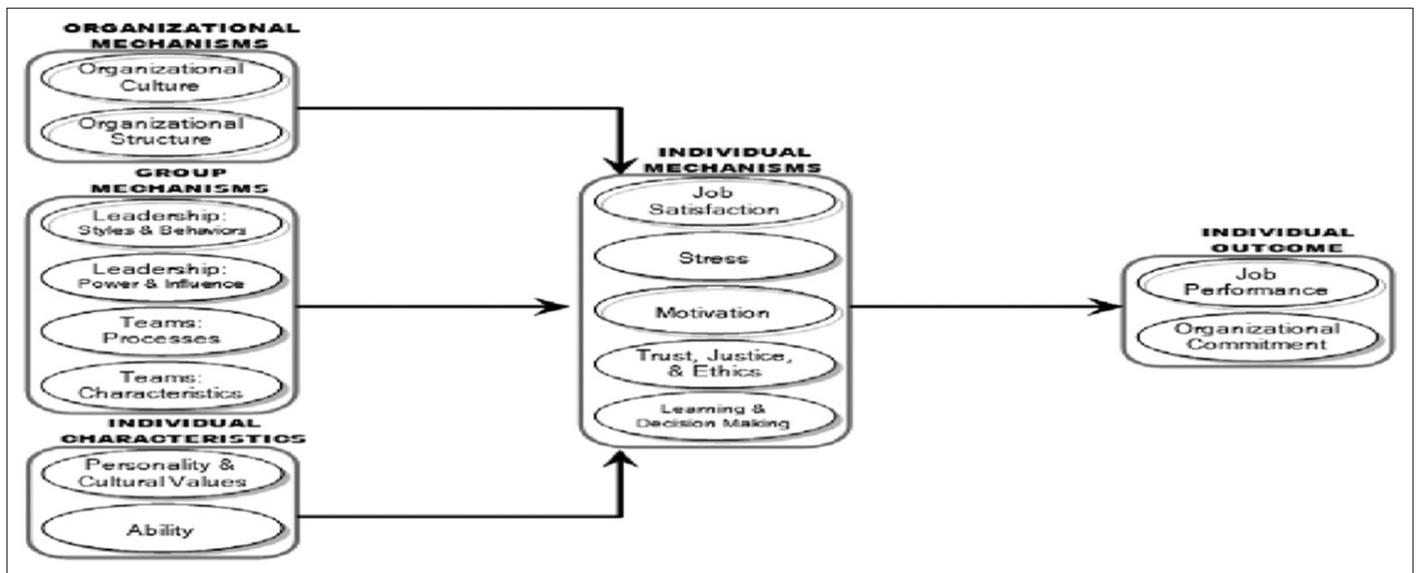
**Very Significant; ns=not significant (linier)

Table 2: Meaning test and linear regression Y on X₂

Source of variance	Df	JK	RJK	F _{calculation}	F _{table} (α=0.05)	F _{table} (α=0.01)
Total	112					
Regression (a)	1					
Regression (b a)	1	614.200	614.200	32.564**	3.949	6.932
Residual	110	2074.720	18.861			
Tuna suitable	11	439.859	39.987	0.421 ^{ns}	1.643	
Error	99	1634.861	16.514			

**Very Significant; ns=not significant (linier)

Figure 1: Integrative model of organizational behavior



Source: Colquitt, Lepine and Wesson, Organizational Behavior Improving Performance in The Work Place (New York: McGraw-Hill, Inc. 2009:34)

performance (Y). The calculation also obtained the coefficient of determination = 0.488.

4.2. Analysis for H₂

The relationship between variable LOC and performance was analyzed simple regression. The results of the simple regression analysis get the equation $\hat{Y} = 52.079 + 0.532X_2$. For significance testing and regression linearity tables are used ANOVA is as follows in Table 2.

The results of the regression equation obtained Fcount of 32.564 greater than F_{table} of 3.949 (α = 0.05) and 6.932 (α = 0.01), thus H₀ is rejected and H₁ accepted means that the simple regression equation model for Y over X₂ has proved significant. Test linearity is obtained by the calculated F value equal to 0.421 smaller than F_{table} 1.643 (α = 0.05). With thus it can be stated that the simple regression equation model for Y over X₂ proven linear. Based on

the calculation of the correlation coefficient obtained $\rho_y = 0.478$. Next to find out the significance level of the correlation coefficient, the test results showed $t_{count} 6.393 > t_{table} 1.987$ (α = 0.05), for $t > t_{table}$ (α = 0.05), then H₀ is rejected, which means that there is a positive relationship between LOC (X₂) and employment performance (Y). From the calculation also obtained a coefficient determination = 0.228.

4.3. Analysis for H₃

The results of the double linear regression equation obtained F_{count} amounting to 38.128 greater of F_{table} 3.949 (α = 0.05) and F_{table} by 6.932 (α = 0.01), thus H₀ rejected and H₁ is accepted which means the linear regression equation model for Y over X₁, and X₂ is significant (Table 2).

Opinion Colquitt et al., (2009, p.37), job performance is “The The value of the set of employee behaviors that contribute,

Table 3: Meaning test and linear regression Y on X₁ and X₂

Source of variance	Df	JK	RJK	F _{calculation}	F _{table} ($\alpha=0.05$)	F _{table} ($\alpha=0.01$)
Regression	3	1383.054	461.018	38.128**	3.949	6.932
Residual	108	1305.866	12.091			
Total	111	2688.920				

Information: **Very Significant; ns=not significant (linier)

either positively or negatively, to the organizational goal accomplishment.” Performance is influenced by four main factors: (1) organizational mechanisms, namely: (a) organizational culture, (b) organizational structure; (2) group mechanism, namely: (a) leadership, (b) team work process, (c) characteristics team; (3) individual characteristics, namely; (a) personality and cultural values, (b) abilities; (4) individual mechanisms, namely: (a) job satisfaction, (b) stress, (c) motivation, (d) confidence (trust), justice and ethics, (e) learning and decision making (Colquitt et al., 2009, p.34).

The theoretical reference basis used in explaining variables variables that affect performance is shown in Figure 1.

5. CONCLUSIONS

Based on the results of the analysis described in the previous section, then next in described based on the findings of the research results. The results of hypothesis testing show that (1) There is a positive relationship between organizational culture and the performance of district employees Bogor, (2) There is a positive relationship between LOC and the performance of district employees Bogor, (3) There is a positive relationship between organizational culture and LOC together with the performance of Bogor Regency employees.

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