

The Effect of Locus of Control and Work Environment on Organizational Commitment and Organizational Citizenship Behavior at Regional Secretary Bintan

*¹Putri Rahmawati,²Verlina Y Kawangung,³Faisal Husni,⁴Didi Kurniadi

ABSTRACT--*The development of human resources in the government environment is supporting the success of the implementation of government programs. The Regency Secretary and his staff assist the Regent in carrying out government, administrative, organizational and administrative arrangements as well as providing administrative services to all Bintan Regency Officials. In carrying out its duties and responsibilities, the Regency Secretariat has a lot of work done outside his duties and responsibilities outside of his job duties, but supports the smooth running of his work. In responding to this, high organizational citizenship behavior is needed for the executor of the task. This behavior is formed based on one's self-control and the health of the work environment so that in the end, it will form a high work commitment to ultimately increase the person's organizational citizenship. This research examines the direct and indirect effects of locus of control and work environment on organizational citizenship behavior both directly and through organizational commitment. The number of respondents in this study were 132 civil servants in Bintan Regency Secretariat. The method of analysis is done by path analysis with the help of SPSS. The study result indicates that the direct locus of control and work environment have a positive and significant effect on organizational commitment and organizational citizenship behavior. While the indirect effect also shows that locus of control influences organizational citizenship behavior through organizational commitment. The work environment influences organizational citizenship behavior through organizational commitment.*

Keywords-- *Locus of Control, Work Environment, Organizational Commitment, Organizational Citizenship Behavior*

I. INTRODUCTION

Companies and agencies will not be able to be separated from the existence of employees as human labor, even though the activities of the company already have substantial capital and use modern technology, because after all advancing technological sophistication without being supported by human existence as human resources will not be able to achieve the company objective (Cascio, 2003). States that human capital is crucial for business success. There is also some research evidence that shows a strong relationship between how companies manage people and the economic results they get.

¹Department of Human Resources Management, Faculty of Economics, Batam University, Indonesia, zipcode 29122, putribintan83@gmail.com

² Department of Human Resources Management, Faculty of Economics, Batam University, Indonesia, zipcode 29123

³ Department of Human Resources Management, Faculty of Economics, Batam University, Indonesia, zipcode 29111

⁴ Department of Human Resources Management, Faculty of Economics, Batam University, Indonesia, zipcode 29111

Organizational commitment is characterized by strong belief and acceptance of organizational goals and values, willingness to give a lot of effort on behalf of the organization, and a strong desire to maintain membership in the organization (Mowday, Porter, & Steers, 2009). A broader literature review reveals that employee commitment to the organization is a function of their interactions and relationships with the organization, and is largely a manifestation of management's attitude towards employees.

High organizational commitment will result in good work performance, low absenteeism, and low employee turnover. Highly committed employees will also have high productivity (Luthan, 2012). In the end, it will increase organizational citizenship behavior. Employees who have high organizational citizenship behavior will have a positive impact on the organization.

To foster organizational citizenship behavior in employees starts from the locus of control and work environment behavior of employees. An employee's attitude is potentially influenced by how the employee's own perception of the job. Locus of control is a personal characteristic that is owned by everyone who is divided into internal and external locus of control. Someone with an Internal LOC is those who are responsible for certain events. The result is a direct impact of his actions, whereas people with External LOC are those who often blame (or give thanks) for their luck, disasters, fate, circumstances, or other forces beyond their control. Employers who have a high Internal LOC have a positive contribution to their performance because in the Internal LOC, someone considers that a business must be done if it wants to succeed, in contrast to employees who have an External LOC who usually has little effort because external factors control and perceive there is little relationship between effort and success. Business employees who control their activities and behavior to learn will have an impact on their performance.

While the work environment is all that is around the workers who can influence themselves in carrying out the tasks assigned, the work environment describes the work atmosphere that exists around employees who are able to influence employees at work. A good work environment will increase employee morale, which in turn will foster employee caring attitudes on work performed outside of its core job duties.

II. LITERATURE REVIEW

2.1 Locus of Control

According to Ziemkiewicz, Locus of control represents a person's tendency to be controlled or controlled by external events (Amanah, Rahadian, & Aldila, 2016). The locus of control can be interpreted as a general view of the comparative control of internal and external reinforcement (Caliendo, 2010). Locus of Control is a psychological concept regarding a person's beliefs about the extent to which they control events that affect them. The difference in characteristics between internal locus control and external locus of control is as follows:

1. Internal locus of control

Individuals who believe that they can control what happens in their lives have the following characteristics

- a. Showing great motivation
- b. Have high initiative
- c. Have high expectations and effort
- d. Achievement leads to meaningful awards
- e. Has its own satisfaction over the achievements of his hard wor

2. External locus of control

Individuals who believe that the fate, opportunity, luck, or behavior of others determine what happens to them has the following characteristics:

- a. Less motivated
- b. Lack of initiative
- c. Easily surrender and blame the situation
- d. Tend to surrender and lack initiative.
- e. Not like to try, because they believe that external factors and destiny control their lives (Kreitner & Kinicki, 2014).

2.2 *Work Environment*

The work environment is anything that is around workers that can influence themselves in carrying out the tasks they carry. The following understanding of the work environment put forward by experts: Work environment is an environment where employees do their daily work (Siagian, 2011). The work environment in the company is divided into two dimensions: physical work environment and non-physical work environment.

1) Physical Work Environment

The physical work environment is all physical forms that are around the workplace and can affect employees.

The dimensions of the physical work environment consist of several indicators:

- a) Building workplaces
- b) Adequate work equipment
- c) Facilities
- d) Availability of transportation facilities

2) Non-Physical Work Environment

Non-physical work environment is the creation of a harmonious working relationship between employees and superiors. Non-physical work environment dimensions consist of several indicators, namely:

- a) Peer-level relationships
- b) Relationship between employer and employee
- c) Cooperation between employees

2.3 *Organizational Commitment*

Organizational commitment is The extent to which employees are dedicated to their employing organizations and are willing to work on their behalf, and the likelihood that they will maintain membership (Jex & Britt, 2008). Organizational commitment consists of several indicators (1) a strong desire to remain a member of the organization, (2) willingness to exert full effort on behalf of the organization, and (3) definite confidence in the organization's acceptance, values , and goals (Luthan, 2012). Organizational commitment consists of three dimensions (Luthan, 2012):

1) Affective commitment Shows strong emotional desire of employees to adapt to existing values so that the desire and purpose to remain in the organization can be realized.. Affective commitment can be triggered by employees because of: individual characteristics, organizational structure characteristics, importance of tasks,

various skills, feedback from leaders, and involvement in management. service duration and age in organizations are very positively related to affective commitment. Employees who have an effective commitment will tend to stay in one organization because they fully believe in the mission guided by the organization.

2) Continuation Commitment can be based on someone's concern about losing something that has been obtained in the organization, such as: salary, facilities, etc.. The things that cause the continuation commitment include age, position, and various facilities and various benefits received. The commitment will decrease if there is a reduction in various facilities and welfare obtained by employees.

3) Normative commitment Demonstrates employee moral responsibility to remain in the organization. The cause of this commitment is a social demand that is the result of a person's experience in interacting with others or the emergence of permanent adherence to a role model or owner of an organization due to retribution, social, cultural, or religious respect.

2.4 Organizational Citizenship Behavior

OCB is part of organizational behavior. The personality basis for OCB reflects the characteristics of employees who are cooperative, helpful, caring, and sincere. While the basic attitude indicates that employees involved in OCB to reciprocate organizational actions (Kreitner & Kinicki, 2014). The factors that influence the emergence of OCB are (McShane, Glinow, & Ann, 2010):

1. Individual Differences

Individual differences include the stable nature of the individual, including personality (e.g., awareness and friendliness), abilities, experience, training, knowledge, motivation, needs, and individual values.

2. Work Attitude

Work attitude is emotion and cognition based on individual perceptions of the work environment, including organizational commitment, leadership perception, organizational support, person-organization fit, job satisfaction, psychological contract, perceived justice, and organizational justice.

3. Contextual Factors

Contextual factors are external influences that come from work, work teams, organizations, or the environment. Contextual variables include: task characteristics, attitudes to work, leadership styles, group characteristics, organizational culture, professionalism, and expectations of social roles.

III. METHODOLOGY/MATERIALS

This type of research is an associative research by looking for relationships and influences between independent variables and dependent variables. The research was conducted at the Bintan City Regional Secretariat. The study population was 132 civil servants, and the research sample was drawn by the quota sampling method in which the entire study population was sampled as many as 132 civil servants. The data source is from primary data obtained from questionnaires and secondary data obtained from documentation from Bintan City Regional Secretariat, journals, and books.

The number of respondents in this study were 132 civil servants in the Bintan City Regional Secretariat. The method of analysis is done by path analysis with the help of SPSS version 23. The model of this research is:



Figure 1: Theoretical Model

Based on conceptual research, the hypotheses of this research are:

1. Locus of control significantly influences organizational commitment in the Bintan City Regional Secretariat.
2. The work environment significantly influences organizational commitment in the Bintan City Regional Secretariat.
3. Locus of control significantly influences organizational citizenship behavior in the Bintan City Regional Secretariat.
4. The work environment significantly influences organizational citizenship behavior in the Bintan City Regional Secretariat.
5. Locus of control significantly influences organizational citizenship behavior through organizational commitment in the Bintan City Regional Secretariat.
6. The work environment significantly influences organizational citizenship behavior through organizational commitment in the Bintan City Regional Secretariat.

IV. RESULTS AND FINDINGS

4.1 Descriptive Statistic

The results of the statistical data in this study are as follows:

Table 1: Descriptive Statistics

	Mean	Std. Deviation	N
OCB	28.23	2.723	132
LoC	23.86	2.284	132
Lingkungan_Kerja	19.55	2.416	132
Komitmen	18.73	2.478	132

Based on Table 1. Show that the result of the descriptive statistics of Organizational citizenship behavior average is 28,23, and the standard deviation is 2,723. Locus of control has an average value of about 23,86, and a standard deviation value of about 2,284—work environment has an average value of about 19,55 and a standard deviation of about 2,416. Organizational commitment has an average value of about 18,73 and a standard deviation value of about 2,478. This descriptive statistics got from 132 civil servants.

4.2 Research Model

The research used a path analysis model. The first model of this research are:

Table 2: the First Model Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.954	2.004		2.471	.015
	LoC	.354	.099	.327	3.574	.000
	Lingkungan_Kerja	.272	.094	.265	2.898	.004

a. Dependent Variable: Komitmen

The Research model of substructure 1 is:

$$Y_1 = 4,954 + 0,354 X_1 + 0,272 X_2$$

The second model regression of this research:

Table 3: the Second Model Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.389	2.074		5.010	.000
	LoC	.277	.105	.233	2.637	.009
	Lingkungan_Kerja	.403	.098	.357	4.115	.000
	Komitmen	.179	.089	.163	2.010	.047

a. Dependent Variable: OCB

The research model regression of substructure 2 is:

$$Y_2 = 10,389 + 0,277 X_1 + 0,403 X_2 + 0,179 Y_1$$

Based on table models 1 and 2, the research findings are as follows:

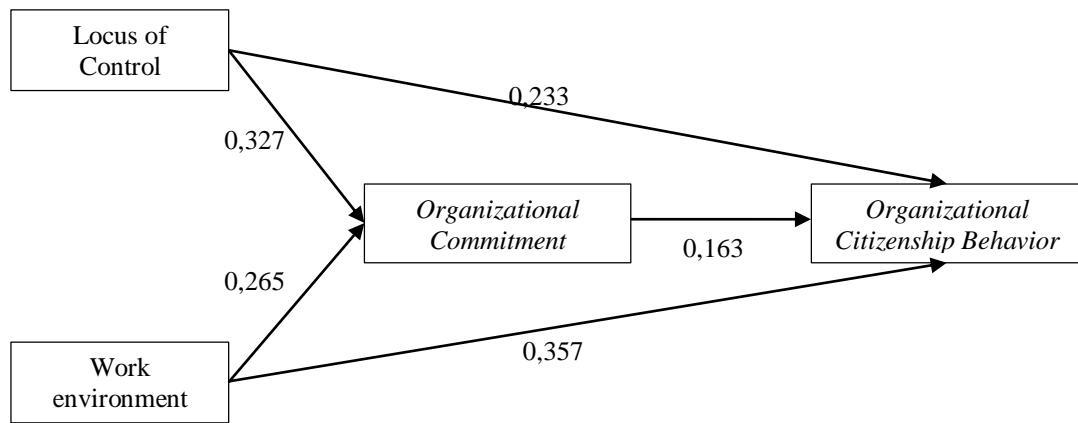


Figure 2: Result of the Research

Based on the picture above, it is known that directly the value of Standardized Coefficients on each variable is known above 0.05. This shows that directly the relationship of each variable is as follows:

1. Locus of control directly has a significant effect on organizational commitment in Regional Secretary Bintan.
2. Work environment directly has a significant effect on organizational commitment in Regional Secretary Bintan
3. Locus of control directly has a significant effect on organizational citizenship behavior in Regional Secretary Bintan
4. Work environment directly has a significant effect on organizational citizenship behavior in Regional Secretary Bintan
5. Organizational commitment directly has a significant effect on organizational citizenship behavior in Regional Secretary Bintan
6. Locus of control directly has a significant effect on organizational citizenship behavior through organizational commitment in Regional Secretary Bintan
7. Work environment directly has a significant effect on organizational citizenship behavior through organizational commitment in Regional Secretary Bintan

V. CONCLUSION

Direct Effect Locus of Control on Organizational Commitment

Directly locus of control has a significant effect on organizational commitment, with a significance value of $0,000 < \alpha 5\%$. This means that any increase in locus of control for employees will increase organizational commitment in employees as well. The positive direction indicates that if the locus of control increases, organizational commitment will decrease by 0.327.

The result of this research is consistent with previous research, which states that locus of control has a significant effect on organizational commitment (Suherlan, 2018). Someone's locus of control is controlled by someone who makes that person motivated to make wise decisions. Employees who have a good internal locus of

control will have confidence because he believes whatever he does will be in accordance with his wishes. If the employee decides to commit to the organization because he believes the company needs him to do work that someone else can not afford but himself.

Direct Effect Work Environment on Organizational Commitment

The work environment directly has a significant effect on organizational commitment, with a significance value of $0.004 < \alpha 5\%$. This means that each increase in the work environment will increase organizational commitment in employees as well. The positive direction indicates that if the work environment increases, organizational commitment will decrease by 0.265.

The work environment is everything that is around the worker, and that affects him in carrying out the tasks that are assigned. So that it can make the work environment and a good working atmosphere, it will cause the environment in the organization to be arranged well, and vice versa. While organizational commitment supports the theory that states, organizational commitment is a strong desire to be a member of a particular organization, a desire to achieve high levels of expertise on behalf of the organization and certain beliefs in, and acceptance of, and acceptance of the values and goals of the organization. (Luthan, 2012).

Direct Effect Locus of Control on Organizational Citizenship Behavior

Directly locus of control has a significant effect on organizational citizenship behavior with a significance value of $0.009 < \alpha 5\%$. This means that any increase in locus of control for employees will increase organizational citizenship behavior in employees as well. The positive direction indicates that if the locus of control increases, organizational citizenship behavior will decrease by 0.233.

Someone who has a good locus of control behavior will be able to refrain from acting in accordance with his own goals and the interests of those around him.

Direct Effect Work Environment on Organizational Citizenship Behavior

The work environment directly has a significant effect on organizational citizenship behavior with a significance value of $0,000 < \alpha 5\%$. This means that each increase in the work environment will improve organizational citizenship behavior in employees as well. Positive direction indicates that if the work environment increases, then organizational citizenship behavior will decrease by 0.357.

The environment becomes a reflection of a person's attitude and shapes the character of the people in that environment. People who have a good work environment will be motivated to be kind. This is a form of compensation from the attitude shown by the environment.

Direct Effect Organizational Commitment on Organizational Citizenship Behavior

Organizational commitment directly has a significant effect on organizational citizenship behavior with a significance value of $0.047 < \alpha 5\%$. This means that any increase in organizational citizenship behavior in employees will increase organizational commitment in employees as well. The positive direction indicates that if organizational commitment increases, organizational citizenship behavior will decrease by 0.163 units.

Organizations need employees who join in good citizenship behaviors, such as in constructive statements about workgroups and their organizations, help others in their teams, volunteer for additional activities, avoid unnecessary conflicts, show concern for property organization, respect the spirit and also rules and rules centered, and are willing to tolerate disturbances and losses associated with precarious work (Kreitner & Kinicki, 2014).

Indirect Effect Locus of Control on Organizational Citizenship Behavior Toward Organizational Commitment

The indirect effect value of the locus of control effect on organizational citizenship behavior through organizational commitment is 0.053 > of a 5% significance standard. This means that locus of control affects organizational citizenship behavior through organizational commitment. This means that locus of control will increase organizational commitment, which will ultimately increase organizational citizenship behavior.

People with a good attitude of locus of control will be able to adapt in the workplace and commit to work in the place of origin so that it will ultimately increase organizational citizenship behavior indirectly. Locus of Control is a psychological concept about a person's beliefs about the extent to which they control events that affect them (Caliendo, 2010). Employees believe that they are able to control the results obtained with their own abilities and the help of others equally. Employees with a high internal locus of control will place high expectations on themselves as a determinant of the results of what they do. They believe the good behavior that they do will bear good fruit.

Indirect Effect Work Environment on Organizational Citizenship Behavior Toward Organizational Commitment

The indirect effect value of the work environment effect on organizational citizenship behavior through organizational commitment is 0.043 < of the 5% significance standard. This means that the work environment does not significantly influence organizational citizenship behavior through organizational commitment. This means that organizational commitment will not be an intermediary in influencing organizational citizenship behavior.

The work environment indirectly does not significantly influence organizational citizenship behavior through organizational commitment. This is caused by the availability of supporting facilities and motivation obtained by employees from people who are in the work environment enough to make employees want to commit to the agency but not to do work outside of their duties.

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