

THE INFLUENCE OF ROLE CONFLICT AND LOCUS OF CONTROL ON EMPLOYEE TURNOVER

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Abstract

Researchers believe that by involving an employee in a conflict within a company, more employees will turn over or leave the company (Sugiyono, 2019). Apart from that, employee self-control is also key so that employees choose to stay or leave/turn over from a company. Therefore, this research aims to analyze the influence of Role Conflict and Locus of Control on Employee Turnover (Jonathan Sarwono, 2016). This research is quantitative research with an explanatory approach. The data used in this research is primary data that researchers distributed online to PT employees. KAI is spread throughout Indonesia, totaling 300 respondents with a minimum criteria of working for one year (Abdurahman, 2016). This data can also be called primary data. The data that was collected was analyzed using the smart PLS 4.0. The research results show that the Role Conflict variable has a positive relationship and a significant influence on the Employee Turnover variable. This is indicated by the statistical results in table 3. The Path Coefficient shows that the T-Statistics results have a positive direction and are above the standard deviation of 1,960, namely 3,019. Apart from that, the P-Values value which indicates whether it is significant or not is below the 0.05 significance level, namely 0.002. This is because the more employees are involved in a conflict in the company, it makes employees uncomfortable and in the end they can choose another company that can make them more comfortable at work.. This means that the more employees involved in conflict in a company, the more employees will leave a company. Apart from that, the Locus of Control variable also has a significant influence but has a negative relationship on Employee Turnover. This is because the T-Statistics value has a negative relationship that is above the standard deviation of 1,960, namely -2,890. The P-Valus value in this study is also below the significance level of 0.05, namely 0.009. This means that

the more employees can control themselves within (Locus/Company), the more employees can do their work well and feel comfortable even though there are many conflicts and problems within a company. So the better the locus of control, the fewer employees will turnover from the company.

Keywords: Role Conflict, Locus of Control, Employee Turnover.

INTRODUCTION

According to (Gibson, 1997) explains that turnover is the disappearance of employees from a company or organization for various reasons. Turnover can have a negative impact on the company because it can cause the loss of employees in several positions and have a negative impact in terms of costs. Turnover that occurs in a company means the loss of several employees. These losses, of course, must be replaced with new employees. This causes companies to have to incur costs in terms of recruiting and getting ready-to-use employees. Riyanto (2008) stated that employee turnover can occur in areas where demand for labor is high, such as in large cities that have many industries and this can occur at the middle, lower or upper levels.

There are several factors that can influence Peer Conflict, including Role Conflict and Locus of Control. Role conflict is a conflict between roles that arises because there is pressure from one of the roles, either from the family or work side, which can influence each other (Greenhaus, 1985). Role conflict occurs when attention and time are too focused on one role, so that other roles cannot be fulfilled optimally. Aycan (Anjani, 2015) argues that differences in role conflict within individuals can occur due to differences in the roles or tasks that individuals carry out in society. According to (Utama, 2015) in their research found that role conflict has a significant influence on turnover intentions among bank employees. High role conflict will increase turnover intentions among bank employees. According to (Komariah, 2015) in his research also found that role conflict has an influence on turnover intentions. An individual often has a dual role because apart from being an employee he also has a role in the family, in the environment, and so on. These roles can give rise to conflicting demands and conflicting expectations, the existence of role conflict within employees has an impact on their intention to leave the company.

Role conflict is a conflict that arises from an organization's bureaucratic internal control mechanism that is not in accordance with norms, rules, ethics and professional independence. This condition usually occurs because two different commands are received simultaneously and carrying out just one of the commands will result in ignoring the other commands. Role conflict is defined as a mismatch between a person's expectations for their job and job demands (Bhakti, 2005). There are many conditions that encourage role conflict. Role conflict can occur when employees receive incompatible or conflicting expectations or demands from two or more people or

parties (for example, demands from colleagues versus demands from superiors, or demands from customers versus superiors) that they are unable to fulfill or satisfy.

There are a number of studies (Christina, 2023); (Ayu et al., 2017); (Kurniawati & Rintasari, 2018); (Cahyadi, 2022) & (Tavousi et al., 2016) show a positive relationship and a significant influence on Employee Turnover. Apart from that, researchers also believe that the Locus of Control variable can also influence employee turnover.

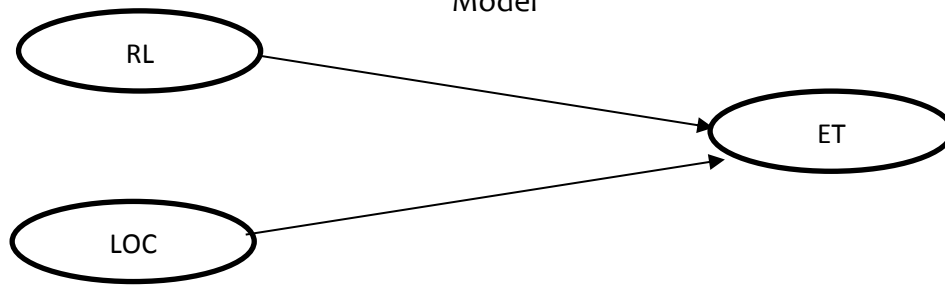
Locus of control is the self-control that an individual has in events that occur both from themselves and from outside themselves (Fadilah, 2019). Schemerhorn argues that locus of control is a scale measuring the extent to which a person believes that something that happens is within his or her control. However, (Myers, 1996) states that locus of control is a person's perception of how much control they have over their destiny. Robbins and Judge also define locus of control as the level of a person's confidence in controlling their destiny (Hermawan, 2014).

According to Rotter locus of control is an individual's measure of the events that occur to him or her whether he or she is able to control them. Meanwhile, in the opinion of (Rachmawati, 2010), locus of control is divided into two scales for each individual, namely external and internal. In an internal locus of control, there is self-confidence that every problem that occurs can be controlled and responsible for the decisions chosen. Meanwhile, external locus of control believes that all problems encountered are outside of one's control. Various opinions define locus of control as determining one's fate. Research (Rachmawati, 2010) shows that the Locus of Control variable has a positive relationship and a significant influence on employee turnover. Based on this, this research aims to analyze the influence of role conflict and locus of control on employee turnover.

RESEARCH METHOD

Researchers believe that by involving an employee in a conflict within a company, more employees will turn over or leave the company (Sugiyono, 2019). Apart from that, employee self-control is also key so that employees choose to stay or leave/turn over from a company. Therefore, this research aims to analyze the influence of Role Conflict and Locus of Control on Employee Turnover (Jonathan Sarwono, 2016). This research is quantitative research with an explanatory approach. The data used in this research is primary data that researchers distributed online to PT employees. KAI is spread throughout Indonesia, totaling 300 respondents with a minimum criteria of working for one year (Abdurahman, 2016). This data can also be called primary data. The data that was collected was analyzed using the smart PLS 4.0 analysis tool with the following research model:

Figure 1
Model



Noted:

RL : Role Conflict

LOC: Locus of Control

ET: Employee Turnover

Hypothesis:

H1: The Influence of Role Conflict on Employee Turnover.

H2: The Influence of Locus of Control on Employee Turnover.

RESULT AND DISCUSSION

Validity Test

Researchers have a number of beliefs that the variable Role Conflict can have a positive relationship and a significant influence on Employee Turnover and Locus of Control, on the other hand, can have a significant but negative influence on Employee Turnover. To prove this, researchers are required to carry out a validity test first by validating the 10 questionnaire items distributed with the following results (Sarstedt et al., 2014):

Table 1
Validity Test

| Variable | Item Question | Loading Factor |
|--------------------|---|----------------|
| Role Conflict (X1) | Employee involvement in company conflicts can make employees emotionally unstable | 0.856 |
| | Role conflict can make employees feel uncomfortable in a company | 0.861 |
| | Role conflict can make employees resign | 0.841 |
| | Role conflict can make employees look for companies that make them more comfortable | 0.839 |

| | | |
|---------------------------------------|---|-------|
| Locus of Control (X ₂) | Good control within employees makes employees' emotions remain stable even though conflict occurs | 0.851 |
| | Good self-control in employees means employees can easily solve existing problems | 0.849 |
| | Good self-control reduces employee turnover | 0.861 |
| | Good self-control can make employee performance better | 0.871 |
| Employee Turnover (Y) | Employee Turnover can be influenced by Role Conflict | 0.844 |
| | Employee Turnover can be influenced by Locus of Control | 0.839 |

Valid : > 0.70

Reliability Test

Based on the results of table 1 above, it can be concluded that the 10 question items used in this research are all valid. The next stage is to ensure whether the 3 variables in this research consist of 2 independent variables: Role Conflict and Locus of Control and one dependent variable, namely Employee Turnover with Reliability test results are as follows (Hair, 2010):

Table 2
Reliability Test

| Variable | Composite Reliability | Cronbach Alfa | Noted |
|-------------------|-----------------------|---------------|----------|
| Role Conflict | 0.872 | 0.831 | Reliable |
| Locus of Control | 0.889 | 0.848 | Reliable |
| Employee Turnover | 0.885 | 0.841 | Reliable |

Reliable > 0.70

Path Coefisien

The final stage functions to determine the direction of the relationship in the research, especially the Independent variable and the Dependent variable. If the variable can have a significant influence on Employee Turnover then the researcher's belief can be justified and vice versa if it is wrong. Following are the results of the path coefficient in this study (Ghozali, 2016):

Table 3
Path Coefisien

| Variable | T-Statistic | P-Values | Noted |
|----------|-------------|----------|-------------|
| RC-> ET | 3.019 | 0.002 | Significant |
| LOC->ET | -2.890 | 0.009 | Significant |

Significant Level < 0.05

Based on the statistical results above, it can be concluded that the Role Conflict variable has a positive relationship and a significant influence on the Employee Turnover variable. This is indicated by the statistical results in table 3. The Path Coefficient shows that the T-Statistics results have a positive direction and are above the standard deviation of 1,960, namely 3,019. Apart from that, the P-Values value which indicates whether it is significant or not is below the 0.05 significance level, namely 0.002. This is because the more employees are involved in a conflict in the company, it makes employees uncomfortable and in the end they can choose another company that can make them more comfortable at work. These results are in line with research (Christina, 2023); (Ayu et al., 2017); (Kurniawati & Rintasari, 2018); (Cahyadi, 2022) & (Tavousi et al., 2016).. This means that the more employees involved in conflict in a company, the more employees will leave a company.

Apart from that, the Locus of Control variable also has a significant influence but has a negative relationship on Employee Turnover. This is because the T-Statistics value has a negative relationship that is above the standard deviation of 1,960, namely -2,890. The P-Valus value in this study is also below the significance level of 0.05, namely 0.009. This means that the more employees can control themselves within (Locus/Company), the more employees can do their work well and feel comfortable even though there are many conflicts and problems within a company. So the better the locus of control, the fewer employees will turnover from the company.

CONCLUSION

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