



# The Effect of Role Conflict and Locus of Control to The Organizational Culture

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## ABSTRACT

This study would like to asses the role conflict and locus of control which have to be performed by PT. Shabilla Eraldo Utama in Sidoarjo in connection with organizational culture of the employees. This research was conducted at PT. Shabilla Eraldo Utama employee in Sidoarjo which covered 50 employees as respondent. This research utilize regression, the technique was processed with SPSS program 21.0 to analyze some hypothesis. The study uses saturated sampling techniques or commonly called census. Data analysis techniques using Multiple Linear Regression. The correlations models between these variables in this research explain that three hypothesis have significant correlation. The results of the data analysis showed that role conflict has a significant and positive effect on the culture of employee organization. Locus of control has a significant and positive impact on the culture of employee organizations. Role Conflict and Locus of Control have a significant and positive effect on the culture of employee organization. The result of this research were empirical date of the development of the theoretical of human resources and practice management.

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## INTRODUCTION

The success of an organization in achieving goals is determined by the quality of human resources in an organization. Employees as human resources play an important role in achieving organizational goals, so their existence must be considered and improved in quality. The good or bad quality of the employee can be seen from the employee's ability to carry out the duties for which he is responsible as stated in the job description.

Employees who carry out duties in accordance with those determined by the company and in accordance with the job description are called in-role behavior, while employees who carry out work outside of responsibility and do not match the job description are called extra-role behavior. Some examples of extra-role behaviors are helping colleagues who are experiencing difficulties, keeping the workplace clean and completing work beyond the standards prescribed by the organization.

According to (Lim, 1997) shows that role conflicts can negatively impact some things within the organization such as organizational culture, commitment, satisfaction and desire to move. Role conflicts can lead to feelings of employee uncertainty towards the organization. The uncertainty is uncertainty about the ability to perform tasks. These feelings will disturb employees while working which can affect decreased job satisfaction and the increasing culture of the organization.

The relationship between a person and their work environment can lead to psychological distress that will further affect behavior, both in the work environment and the family environment. The real form of psychological distress is role conflict. Role conflicts are partly due to organizational pressures in the workplace and or discrepancies between expectations and achievement outcomes. Organizational pressure on employees can arise when the employee is too serious in completing his or her work and or even feeling burdened and feeling unable to do the given task.

(Giovanni et al., 2015) the cause of the conflict is limited communication, insufficient number of available resources, personal character, including value or action conflicts between managers and workers. Leadership issues, including inconsistency, loss of direction, leadership are getting enough information. (Adeyemi-bello, 2001) explains that the number of children, the amount of time spent as an employee, as well as the absence of support from spouses and families, is the trigger for the emergence of family conflicts. In addition to the above causes, these employees also often experience family conflicts and work conflicts, due to the dual roles. At home as a family member, whether as a father, mother or son, with various responsibilities and concerns. And also in the office as an employee with all his responsibilities.

The development of the company PT. Shabilla Eraldo Utama (Rahmatan Baitullah Rabat Tour and Travel) has also developed in various aspects including size and complexity. The larger the size of an organization the more likely it becomes to be complex. As we know that with respect to human resources can be identified various complexities such as the complexity of the office, the complexity of the task, the complexity of the position and status, the complexity of rights and authority and others.

This complexity can be a potential source for the onset of conflicts within the organization, especially conflicts stemming from human resources, such as role conflicts that occur in employees will result in stress at work. The uncertainty is uncertainty about the ability to perform tasks. These feelings will disturb employees at work which can affect the decline of the organization's culture on those employees.

Locus of control becomes very important in the company because it forms a personality trait that each employee has that varies shows that one should be able to take responsibility for what he has created and can link liability to their failure or success on internal and external factors. This is due to the tendency of less active employees to influence the culture of the employee organization.

Each person has confidence and perception of everything that affects him or her. The belief is said the locus of control. (Ayudiati, 2010) divided locus of control into two individual categories, namely internal and external. Individuals with internal locus of control have a way of pointing out that all results are obtained for good or bad due to factors from within themselves such as ability, skill, and effort. Persons with external locus of control have a way of view where all good or bad results are beyond their self-control caused by outside factors such as luck, opportunity, and destiny.

Research conducted by (Adeyemi-bello, 2001) explains that the influence of control on humans is not just a simple process but depends on the control itself and on whether the individual accepts the causal relationship between behaviors that require control. According to some persons that work hard and capability are dimensions that influence an individual in achieving a successful, but also have a mindset which coming from outside of his control can lead them to success including lucky, opportunity, fate, and destiny. It is also familiar that we hear the phrase in society that "Smart people lose to people who fared well". Researchers focused not only on internal locus of control, but external locus of control were also associated with controlling events that occurred in a person's life and

researchers wanted to know how strongly the external locus of control affects the culture of employee organization employees based on statements that have been "societal".

Locus of control problems are found in employees of PT. Source Alfaria Trijaya. The problem faced by employees related to locus of control is that there are still employees who forget about the responsibility that shows whether the employee can influence the success and decrease of internal and external factors in the company. Usually because it is less active so that it causes a bad locus of control in the company, therefore the company needs to give improvements to things that are considered necessary in order for the locus of control to run properly so that it can run the culture of the employee organization.

Aristantya Dewi & Wibawa (2016) defines role conflicts as role-related expectations. Hope for a role occurs if one expects how others perform certain behaviors. Role conflict is defined by Brief et al as "the incongruity of expectations related with a role". Thus, the conflict of roles (pressures) is the mismatch between expectations related to a role.

Role conflict is the result of inconsistency in the expectations of various parties or the perception of a mismatch between the role of demands and the needs, individual values, and so on, so that a person experiencing a role conflict will be inside an atmosphere of pinched, tossed and awry (Nimran, 2004). Role conflicts arise when there are various demands from many sources that make it difficult for employees to determine which demands to meet without ignoring other demands (Adeyemi-Bello, 2001). This is what ultimately causes distress to the employee.

(Robbins, 2001) states that conflicts within the organization occur due to the incapability to adapt the environment as well as differences in status, purpose, value and perception. The conflict in the organization exhibits several things, among others: the organization weaknesses, the dreamers poor management, failed in communication between leaders and employees, lack of openness, lack of trust between workers and leaders. Rahim (2002) defines conflict as a disagreement and a difference of view on a subject. Conflicts within the organization have both positive and negative impacts on the organization. Positively, conflict can improve the rhythm of work, make work quickly complete and improve employee discipline. While negatively conflicting within the organization can lead to organizational culture, decreasing job satisfaction, organizational commitment decreased and increasing intention to quit. Conflicts that occur within the organization can be caused by several things, including: There is not a clear set of rules that can advise when a conflict occurs, keeping the conflict at a high level; There is no clear limit that provides guidance on whether conflicts will be reduced or added to support the learning process within the organization; The absence of clear regulations that can direct how conflicts are dealt with in different situations so that they can be managed effectively.

Rahim (2002) states that role conflicts can be defined as a mismatch between expectations related to a role. Role conflicts are the result of inconsistent hope of several parties or perceptions of a mismatch between the role of demands and the needs, values of the individual, and so on. As a result, a person experiencing a role conflict will be in a tossed, squashed, and awry atmosphere. The characteristics of a person who is in conflict are as follows: Do unnecessary things; Sandwiched among two or more different interests (superiors and subordinates); Do something accepted by one party but not by the other; Receive conflicting orders or requests.

## RESEARCH METHOD

Populations are the elements of complete group, which usually are people, objects, transactions, or occurs where we are interested in learning them or becoming research objects (Kuncoro, 2003). In this study the population is employees of companies engaged in services. Where the respondents are employees at PT. Shabilla Eraldo Utama in Sidoarjo who numbered 50 people who were used as respondents in this study.

After determining the population, the next step is to determine the sample. The sample is part of the population (Husein, 2001). In this study, all members of the population were sampled. The method used in this study is called Census, because the processed samples are taken from all members of the population. The respondents sampled in the study were 50 employees.

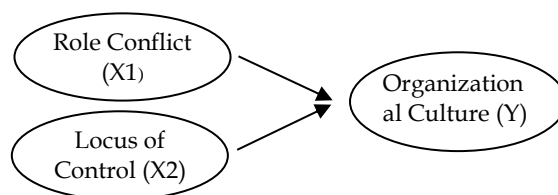


Figure 1. Conceptual Design

## RESULTS AND DISCUSSIONS

The results of the study will be described based on the suitability of the results of data processing that has been carried out. The results of data processing from the study are as follows:

Table 1. Validity Test

Variabel	Pernyataan	Correlation	Sig.	Keterangan
Role Conflict (X1)	X1.1_1	.893**	0,000	Valid
	X1.1_2	.828**	0,000	Valid
	X1.2_1	.800**	0,000	Valid
	X1.2_2	.849**	0,000	Valid
	X1.3_1	.956**	0,000	Valid
	X1.3_2	.945**	0,000	Valid
	X1.4_1	.820**	0,000	Valid
	X1.4_2	.938**	0,000	Valid
	X1.5_1	.959**	0,000	Valid
	X1.5_2	.925**	0,000	Valid
Locus of Control (X2)	X2.1_1	.871**	0,000	Valid
	X2.1_2	.888**	0,000	Valid
	X2.2_1	.885**	0,000	Valid
	X2.2_2	.910**	0,000	Valid
	X2.3_1	.855**	0,000	Valid
	X2.3_2	.885**	0,000	Valid
Organizational Culture (Y)	Y1.1_1	.757**	0,000	Valid
	Y1.1_2	.835**	0,000	Valid
	Y1.2_1	.852**	0,000	Valid
	Y1.2_2	.887**	0,000	Valid
	Y1.3_1	.752**	0,000	Valid
	Y1.3_2	.888**	0,000	Valid
	Y1.4_1	.850**	0,000	Valid
	Y1.4_2	.883**	0,000	Valid

Table 2. Reliability Test

Variable	Cronbach's alpha value	Critical Value	Description
Role Conflict (X1)	,970	0,6	Reliable
Locus of Control (X2)	,942	0,6	Reliable
Organizational Culture (Y)	,939	0,6	Reliable

Hypothetical test results use t-test to find out "locus of control" has a significant and positive impact to the organizational culture PT. Shabilla Eraldo Utama (Rahmatan Baitullah Rabat Tour and Travel) employee in Sidoarjo". To facilitate the calculation of the use of SPSS software version 21.0. While the test using the t-test obtained a t-count value for the variable locus of control of 2,188 with a significant value of 0.034 ( $0.034 < 0.05$ ). Based on the results of the test, it can be stated that the hypothesis is accepted. This means that the workload has a significant impact on the culture of the organization.

Hypothetical test results use Uji-t to determine "conflict of role has a significant and positive effect to the organizational culture of PT. Shabilla Eraldo Utama (Rahmatan Baitullah Rabat Tour and Travel) employee in Sidoarjo". To facilitate the calculation of the use of SPSS software version 21.0. While testing using t-tests obtained a t-count value for role conflict variables of 6,252 with a significant value of 0.000 ( $0.000 < 0.05$ ). Based on the results of the test, it can be stated that the hypothesis is accepted. This means that conflicts of role have a significant impact to the organizational culture.

Role conflicts are the result of inconsistencies in the hopes of several things or perceptions of a mismatch between the role of demands and the needs, persons values, and so on. The conflict of roles will result in a decrease in the organizational culture of the employee.

Hypothetical test results use f-test to find out "locus of control and conflict of role has a significant and positive effect to the organizations culture of PT. Shabilla Eraldo Utama (Rahmatan Baitullah Rabat Tour and Travel) employee in Sidoarjo". To facilitate the calculation of the use of SPSS software version 21.0. The f-test was obtained with an f-count value of 59,058 with a significant value of 0.000 ( $0.000 < 0.05$ ). Based on the results of the test, it can be stated that the hypothesis is accepted. This means that locus of control and conflict roles have a significant impact to the organizational culture.

## CONCLUSION

Conflict of role has a significant and positive effect to the culture of PT Shabilla Eraldo Utama employee in Sidoarjo; Locus of control has a significant and positive influence to the organizational culture PT. Shabilla Eraldo Utama employee in Sidoarjo; Conflict of roles and Locus of control have a significant and positive impact to the organizational culture PT. Shabilla Eraldo Utama employee in Sidoarjo.

Based on the research results and the conclusion that has been taken, the suggestions that can be submitted related are as follows: Employees should be able to reduce role conflicts such as dividing homework with corporate tasks, being able to prioritize what matters between family and work; The Company is expected to solve or fix the employee's Locus of control problem, so as to solve the employees' problems. By giving enough time for employees to get the job done; For future researchers, researchers are expected to continue research on organizational cultures that are not only guided by role conflict variables and Locus of control and work stress but using additional variables that can reinforce research assumptions.

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