

Improving Employee Performance Through Perception of Internal Locus of Control and External Locus of Control at PT. Hayati Padang (A Study on Motorcycle Dealers in Padang City)

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ABSTRACT

The purpose of this research is to analyze improving employee performance through perception of internal locus of control and external locus of control at PT. Hayati Padang, a study on motorcycle dealers in Padang City. This research is conducted using explanatory research. Population of this study are employees of PT. Hayati Padang, totaling 112 people spread across various branches in Padang. Sampling technique used in this research uses a purposive sampling technique. So the sample in this study amounted to 97 people. To collect data that needs to be done by means of field research and library research. Data analysis technique used is multiple linear regression analysis technique through partial (t) test. The results show that perception of internal locus of control has a significant effect on employee performance at PT. Hayati Padang, a study on motorcycle dealers in Padang City. Perception of external locus of control has a significant effect on employee performance at PT. Hayati Padang, a study on motorcycle dealers in Padang City.

Keywords: Employee Performance, Perception of Internal Locus of Control, Perception of External Locus of Control

INTRODUCTION

Every employee in the company is required to make a positive contribution through increased performance. A company requires its employees to be enthusiastic at work in

order to achieve increased performance as expected. Performance carried out by employees is in accordance with the agreement between employees and the company, this is in accordance with the opinion of Edison et al. (2016) which states that performance is the result of a process that refers to and is measured over a certain period of time based on predetermined conditions or agreements. Meanwhile, according to Setyowati and Haryani (2016) performance from the word job performance or actual performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

This increase in performance is inseparable from the enthusiasm of the employees and the employees' perceptions of the company which views the company as a pleasant place to work. Organizational goals, vision, and mission are inseparable from the role of employees as human resources who ensure the continuity of organizational activities (Kurniasari, 2017). The true definition of perception according to Sumanto (2014) is the process of understanding or giving meaning to an information to a stimulus.

Perceptual stimulus is usually developed based on experience of an object or an event that is understood. Perception is also called the world full of meaning, we usually tend

to observe what we do. PT. Hayati Padang is a company engaged in the sale of Honda brand motorcycles with various types and servicing of vehicles which has 112 employees spread across several districts in Padang City which have various units such as sales units, marketing, and workshops (vehicle servicing).

The problem faced by each unit is that the sales unit is sometimes wrong in providing vehicle documents, especially for consumers who have the same name as submitting vehicle registration certificates, while the marketing unit still feels embarrassed and nervous about marketing vehicles to offices. The office or the community while the vehicle service section is in accordance with the work pattern of a mechanic. Thus of course the level of vehicle sales is not optimal in accordance with what the company expects. Now the company is giving vehicle sales targets to personal marketing to be able to sell Honda brand vehicles at least 25 units of vehicles of various types for one month both cash and credit, this goal is to improve performance for all employees at PT. Hayati Padang. With a strategy like this, employees are enthusiastic at work, they are racing against each other to achieve their respective sales targets, so they are required to be agile at work so that their performance increases.

The purpose of this research is to analyze improving employee performance through perception of internal locus of control and external locus of control at PT. Hayati Padang, a study on motorcycle dealers in Padang City.

RESEARCH METHODS

This research is conducted using explanatory research. Explanatory research is research that explains the causal relationship between one variable and another with hypothesis and quantitative approach (Ghozali, 2011).

Population of this study are employees of PT. Hayati Padang, totaling 112 people spread across various branches in Padang.

Sampling technique used in this research uses a purposive sampling technique or sampling based on needs (Arikunto, 2011). So the sample in this study amounted to 97 people.

To collect data that needs to be done by means of field research and library research (Santoso and Tjiptono, 2004).

1. Field research, namely by using direct research to the company concerned and to respondents who are the object of research, types and facts obtained from the field.
2. Library research, namely by looking for materials and theories that can be used as a basis for discussing problems. These materials are from library books. Literature and writings that have something to do with the issues discussed.

Data analysis technique used is multiple linear regression analysis technique through partial (t) test. Partial (t) test shows how far the influence of one explanatory variable individually explains the variation of the explanatory variable individually in explaining the variation of the dependent variable (Kuncoro, 2010).

RESULT

Characteristics of Respondents

The characteristics of the respondents in the study were divided into four groups of characteristics based on gender, age, last education, and experience.

The characteristics of company respondents according to gender consisted of 53 men or 54.64 percent, while 44 women or 45.36 percent. At PT. Hayati Padang has more male employees than women because many of their jobs are in the field to service vehicles or are more familiar with "Hayati Goes to Home" which is technical in nature. Therefore it takes a strong force and serves customers sincerely, so that customers feel satisfied. Meanwhile, female employees are only for administrative and marketing staff and also provide service to customers with a smile.

Next, based on age to find out the age of research respondents who are company employees divided into 4 age groups such as ages from 20 to 30 as many as 41 people or 42.27 percent, ages 31 to 40 years as many as 37 people or 38.14 percent, then ages 41 to 50 as many as 13 people or 15.46 percent and aged 51 years, and over as many as 6 people or 4.12 percent.

This job requires more energetic young workers besides having high self-confidence that success comes from oneself or an internal locus of control, besides that there is also confidence that comes from outside the individual or an external locus of control, namely with good individual behavior and the belief that someone is in control of life or fate.

To find out the last education of the research respondents, it consisted of 3 groups of last education namely high school or vocational high school as many as 23 people or 23.71 percent, academy education as many as 47 people or 48.91 percent, and bachelors degree education as many as 27 people or 27.84 percent.

Most of the research respondents had academic education (D-III), namely as many as 47 people (48.45 percent). This means that this job requires staff with a bachelor's

degree education because the work requires competence, experience and skills which are factors that influence performance improvement at PT. Hayati Padang, this is in accordance with the needs of PT. Hayati Padang and how to provide satisfaction to customers.

To find out the research respondents based on length of work who are company employees consist of 2 groups such as those who have worked for a long time as many as 85 people or 87.63 percent and those who have just worked as many as 12 people or 10.87 percent.

From the above data it is known that most of the respondents had worked for a long time as many as 85 people (87.63 percent) and the rest had only worked as many as 12 people (12.37 percent). This means that the jobs in the company require employees who have worked for a long time in the hope that their work results can increase according to what the company needs at work. Moreover, the work of this marketing department really needs a way to communicate well with consumers as potential buyers. Performance improvement will occur if it is supported by a sufficiently high internal locus of control and external locus of control.

Hypothesis Testing

Table 1. Multiple Linear Regression Analysis Technique Through Partial (t) Test

Variable	Tcount	Sig.	Decision
Perception of Internal Locus of Control	8.971	0.000	Significant
Perception of External Locus of Control	12.864	0.000	Significant

Dependent Variable: Employee Performance

The results show that perception of internal locus of control has a significant effect on employee performance at PT. Hayati Padang, a study on motorcycle dealers in Padang City. Employee performance at PT. Hayati Padang can be done through training for all employees in each unit, namely the mechanics, marketing and administration departments. The training provided can be in the form of public speaking training for employees in the marketing department, training for mechanic employees, and training for employees in the administration

section on how to provide excellent service to customers. Thus all employees can work in accordance with the standard operating procedures set by the company or organization.

Perception of external locus of control has a significant effect on employee performance at PT. Hayati Padang, a study on motorcycle dealers in Padang City. This variable is no less important in improving performance because it is these individuals who interact with their environment with their order and experience as well as personal beliefs in the

field to mingle with society (Kuspriatni, 2014). Perception of a good external locus of control will also create good behavior which will also have an impact on customers, where if the customer remembers the motorbike, he will remember Honda at PT. Hayati Padang. For this reason, it is necessary to increase the self-control of employees working at PT. Hayati Padang. The variable that has a large influence on increasing performance is the perceived variable of internal locus of control. With a good attitude and full of hospitality possessed by employees of PT. Hayati Padang through the perception of this external locus of control becomes the employee's self-control at work. With controlled self-control, every employee can restrain emotions naturally.

Improving the performance of PT. Hayati Padang from all employees, so that employees can work well because they believe that success lies in themselves by working hard to achieve the targets set and besides that they also believe that success can be achieved with forces outside of themselves in improving performance (Luthans, 2014). In other words, it is an attitude that reflects employee loyalty to the organization and is an ongoing process in which members of the organization express their concern for the organization and its success and sustainable progress, due to the perception of internal locus of control and external locus of control owned by an employee as an individual to show enthusiasm and high loyalty in working as marketing personnel, mechanical personnel and as administrative personnel are very motivated by this self-control.

In providing services to its customers PT. Hayati Padang adheres to the motto of serving its customers with one heart. According to Edison et al. (2016) every management of an organization is required to make better growth and progress from time to time. For this reason, managers are required to work in accordance with the perceptions of internal locus of control and external locus of control so that they are

guided in working according to organizational demands.

CONCLUSION AND SUGGESTION

The results show that perception of internal locus of control has a significant effect on employee performance at PT. Hayati Padang, a study on motorcycle dealers in Padang City. Perception of external locus of control has a significant effect on employee performance at PT. Hayati Padang, a study on motorcycle dealers in Padang City.

To improve employee performance, it is suggested to PT. Hayati Padang matters as follows:

1. To improve performance by providing training according to their respective fields.
2. To improve performance, employees focus on perceptions of locus of control on employees at work, so that employees have true self-control.
3. To improve the performance of perceptions of external locus of control on employees so that they know that perceptions also exist from outside themselves, so that they can accept criticism from consumers.

Declaration by Authors

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