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## The Effect Of Locus Of Control, Job Stress, And Turnover Intention On The Performance Of The Employees Of PT. Winnersumbiri Knitting Factory Tangerang – Banten

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**Abstract:** This study aims to determine the effect of Locus of Control, Job Stress and Turnover Intention on the Performance of PT. Winnersumbiri Knitting Factory Tangerang -Banten. In this study, the method used is a quantitative survey method with an associative approach, and to search for data is done by distributing questionnaires to 195 respondents (employees). Locus of control has an effect on performance of 32.7%. Hypothesis testing is obtained  $t_{count} > t_{table}$  or  $(3.776 > 1.97246)$  this is reinforced by a significance probability of  $0.000 < 0.05$ , so that  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a positive and significant influence between Locus of control (X1) on performance (Y). Job Stress has an influence on performance of 32.7%. Hypothesis testing obtained  $t_{count} > t_{table}$  or  $(2.242 > 1.97246)$  is reinforced by a significance probability of  $0.026 < 0.05$ , so that  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a positive and significant influence between job stress (X2) on performance (Y). Turnover intention has an influence on performance by 32.7%. Hypothesis testing obtained  $t_{count} > t_{table}$  or  $(2.970 > 1.97246)$  is reinforced by a significance probability  $0.003 < 0.05$ , so that  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a positive and significant influence between Turnover intention on performance. Locus of control, Job Stress and turnover intention simultaneously and together have an influence on performance with a contribution of 32.7% while the remaining 67.3% is influenced by other factors. Statistical hypothesis testing using  $F_{count} > F_{table}$  or  $(17,975 > 2.65)$ , it is also reinforced by a significance probability of  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_1$  is accepted. This means that there is a positive and significant effect simultaneously between Locus of control (X1), Job Stress (X2) and Turnover intention (X3) on the performance of PT Winnersumbiri Knitting Factory employees.

**Keywords:** Locus of Control, Job Stress, Turnover intention and Performance

### INTRODUCTION

The development of information systems and technology 5.0 has a positive impact and for the progress of the company. Thanks to the sophistication of the technology system, distance is no longer an obstacle to cooperating or competing with other companies.

Competition does not only occur between large companies but also small companies that compete in facing this global competition. It is not uncommon for the law of the jungle to apply, whoever is the strongest will survive and win this competition.

PT. Winnersumbiri Knitting Factory is a manufacturing company has run the Employee Engagement Survey (EES) program in its implementation, have admitting that the quality and quantity of products produced have not got optimal results, have not shown the image and performance expected based on the company's vision and mission, this is because the performance of employees of does not follow the company regulations every time they work.

The problems faced are in relation to locus of control, namely employees tend to be less active in dealing with decreased performance. This is due to the tendency of employees who are less active, less confident about their own abilities so that they have a negative impact on their performance and are not oriented towards task productivity. Apart from the issue of locus of control, there are still more factors that affect employee performance, namely job stress which includes workload, working conditions and internal conflicts that often occur. Another factor that affects is turnover intention. The employee turnover rate in 2019 was very high at 25%, up 5% compared to 2018 which was at 20%.

For this reason, the authors are interested in researching locus of control, job stress and turnover intention at PT Winnersumbiri Knitting Factory.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Locus of Control

Locus of control was first put forward by Julian B. Rotter in 1966. A social learning theorist In his research, Rotter stated that locus of control is one of the personality variables defined as an individual's belief in his or her ability to control one's own destiny. of control is people's general belief about the amount of control they have over personal life events. Individuals with an internal locus of control believe more that their personal characteristics (such as motivation and competence) especially believe than events in their lives depend mainly on fate, luck, or conditions in the environment (Wibowo, 2015). The definition of locus of control according to Ghufron and Risnawita (2011) is a description of a person's beliefs about the determinants of his behavior. Locus of control is one of the factors that determine how individuals behave. Based on the opinion of the experts, it is concluded that locus of control is an individual's belief in his or her ability to control his own fate in the events of his personal life.

### Job Stress

Job stress is a feeling that presses or feels pressured by employees in facing work. This work stress can be seen from Simpson, including unstable emotions, feeling uneasy, like being alone, having trouble sleeping, excessive smoking, being unable to relax, anxious, tense, nervous, increased blood pressure, and experiencing digestive disorders (Mangkunegara, 2013). Stress is a dynamic condition, in which individuals confront opportunities, demands, or resources related to what the individual wants and which results are seen to be uncertain and important, unpleasant psychological processes that occur in response to environmental pressures (Robbins and Judge, 2015). According to Hans Selye (1950), stress can be defined as a body response that is non-specific to any demands on it (Hawari, 2013). Job stress is a condition of tension that creates a physical and psychological imbalance, which affects the emotions, thought processes and conditions of an employee (Rivai and Mulyadi, 2009). Job stress can also be defined as a condition that affects one's emotions, thought processes and condition, a stressed person becomes nervous and feels chronic anxiety (Hasibuan, 2009). Based on the definitions and opinions of experts, it can be concluded that job stress is a condition that reflects a feeling of pressure, tension, which affects the emotions and thought processes of an employee to do his job so that it hinders organizational goals.

## Turnover Intention

Turnover intentions are basically the same as the desire to move employees from one workplace to another (Hamida, 1999). Turnover is also defined as the degree or intensity of the desire to leave (Harnoto's company, 2002). Turnover intention is a form of employee desire to move to another company (Tolly, 2001). Based on the opinion of experts, it is concluded that Turnover intention is the intention or desire of an employee to quit or leave the company where he works based on his own wishes, or it can also be defined as the level of intensity of the desire to leave the company, to work in another, more promising company. and more comfortable.

## Performance

According to Bastian (in HesselNogi 2005) organizational performance is a description of the level of achievement of task implementation within an organization in realizing the goals, objectives, vision and mission of the organization. Meanwhile, according to Armstrong and Baron (in Wibowo 2007) explains that performance (performance) is about doing work and the results achieved from the job. Performance is the result of work that has a strong relationship with organizational strategic goals, customer satisfaction and economic contribution. (Hasibuan (2007). Based on the opinion of experts, it is concluded that performance is the result of work that has been achieved in quality and quantity by an employee or employee in carrying out their duties according to their responsibilities at work. Quantity is the amount of work that must be completed by employees, while quality is the result that shows tidiness, thoroughness and linkage of work results without neglecting the amount of work.

## METHODS

The method used for this research is quantitative method. The quantitative method can be defined as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, quantitative/statistical data analysis with the aim of testing predetermined hypotheses

This research is a quantitative research with unit analysis of PT. Winnersumbiri Knitting Factory Banten, with a population of 379 employees. This research uses Slovin formula to determine the number of samples obtained by 195 employees. The limit of this tolerable error for the population is 5%. So the sample size is 195. The data in this study include data from Locus of Control (X1), Job stress (X2), Turnover Intention (X3), Performance (Y) For analytical purposes, quantified data in the form of numbers or scores with Likert scale will be answered by the respondent to test the hypothesis. The sampling technique used is Simple Random Sampling.

In this study, the variables above will be studied based on actual events that occur in the field experienced by employees of PT Winnersumbiri Knitting Factory who work in companies located in the city of Tangerang. The employees in question are employees of PT. Winnersumbiri Knitting Factory who work in positions as Ass Manager, Supervisor, Formant, Staff and Operator.

## RESULT AND DISCUSSION

### Validity Test

At the trial stage the instrument was taken 30 (thirty) respondents. Test the validity of research instrument aims to see the description of the validity of each research instrument using Pearson Product Moment Correlation Test. Empirically in the test of this instrument, the level of significance is set at  $\alpha = 0.05$ , with the sample number 195 then the degrees of freedom are 28. The valid limit of a item in the list of reference tables ( $r_{table}$ ) is 0.138. If a item has a value of  $r_{count} > r_{table}$ , it is declared valid, and vice versa if  $r_{count} < r_{table}$ , it is declared invalid, so the invalid item is dropped or is considered void.



Based on the data table above, it shows that all statements on the Locus of Control (X1) variable are declared valid, this is evidenced by all statement items having a calculated r value greater than r table 0.138, thus the questionnaire data used is feasible to be processed as data research. Based on the table data above, it can be seen that from the 6 items of the Job Stress variable statement (X2) it can be concluded that all statement items are declared valid, this is evidenced by all statement items having a calculated r value greater than the r table value of 0.138. For this reason, the questionnaire used is feasible to be processed as research data. Based on the table data above, it can be seen that of the 10 items of the Job Stress variable statement (X3) all statement items are declared valid, this is evidenced by all statement items having a calculated r value greater than r table, namely 0.138. For this reason, the questionnaire used is feasible to be used and processed as research data. Based on the table data above, it can be seen that of the 11 items of the Performance variable statement (Y) all statement items are declared valid, where all statement items have a calculated r value greater than r table 0.138. For this reason, the questionnaire used is feasible to be processed as research data

## Reliability Test

**Table 1. Data Reliability Test Results**

No	Variabel	Cronbach's Alpha	Critical Value
1	<i>Locus of Control</i> (X1)	0.733	0.60
2	StresKerja (X2)	0.793	0.60
3	<i>Turnover Intention</i> (X3)	0.663	0.60
4	Kinerja (Y)	0.759	0.60

Source: Research data, 2020

Based on the table above, it shows that all statement items in the Locus of Control (X1) variable Cronbach's alpha value is  $0.733 > 0.60$ . Job Stress (X2), the Cronbach's alpha value is  $0.793 > 0.60$  Turnover Intention (X3), the Cronbach's alpha value is  $0.663 > 0.60$ , and the Performance (Y) Cronbach's alpha value is  $0.759 > 0.60$  which is declared reliable, this can be proven by the respective variables has a Cronbach's Alpha value greater than 0.60 (Cronbach's Alpha  $> 0.60$ ).

**Table 2. Multiple Linear Regression Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	9.474	5.132		1.846	.066
1	LOCUS OF CONTROL	.265	.070	.268	3.776	.000
	STRES KERJA	.232	.103	.157	2.242	.026
	TURNOVER INTENTION	.218	.073	.202	2.970	.003

Source: Research data, 2020

The results of multiple linear regression  $Y = a + b_1X_1 + b_2X_2 + b_3X_3$  that have been found are  $Y = 9,474 + 0,265X_1 + 0,232X_2 + (0,218X_3)$ .

Based on the Output Coefficients table above, it can be concluded that:

1. The t value of the Locus of Control (X1) variable on performance (Y) is t count  $3.776 > t$  table 1.97246 or the Sig value  $0.000 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a positive and significant influence between Locus of Control (X1) on Performance (Y).
2. The t value of the work stress variable (X2) on performance (Y) is t count  $2.242 > t$  table 1.97246 or the Sig value  $0.026 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted, meaning that there is a positive and significant influence between Job Stress ( X2) on Performance (Y).
3. The t value of the Turnover Intention (X3) variable on performance (Y) is t count  $2.970 > t$  table 1.97246 or the Sig value  $0.003 < 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted,



which means that there is a positive and significant influence between work stress ( X2) on Performance (Y).

**Table 3. Results of Output F Count**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	230.163	3	76.721	17.975	.000 <sup>b</sup>
Residual	815.222	191	4.268		
Total	1045.385	194			

Source: Research data, 2020

From the table above shows that, the results of F count shows that F counts  $17,975 > F$  table 2.65 and  $\text{Sig } \alpha 0,000 < 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted (significant), it can be concluded that, there is a positive and significant influence. simultaneous between Locus of Control (X1), Job Stress (X2), and Turnover Intention (X3) on Performance (Y).

## DISCUSSION

The contribution of the influence of locus of control (X1) to performance (Y) is 0.390 or 3.90% while the remaining 69.51% is influenced by other factors. From testing the hypothesis, it is obtained  $t_{count} > t_{table}$  or  $(3,766 > 1.97246)$  it is also proven by the significance of  $0.000 < 0.05$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted, this indicates that there is a partial positive influence between locus of control (X1) on performance (Y) for employees of PT. Winnersumbiri Knitting Factory, Tangerang. The results of this study are consistent with research conducted by TaufikIsnanto (2020) wherein his research the conclusion that locus of control partially has a positive and significant effect on employee performance. The results of his research are following the opinion of Rotter (1966) where it is explained that individual attitudes and beliefs can affect what happens in his life. Someone who has an internal locus of control assesses that his life is in his own responsibility and control so that what happens to him is the result of what he has done. On the other hand, individuals who have an external locus of control tend to judge that what happens in their life is influenced by external factors within themselves.

The contribution of the influence of work stress (X1) on performance (Y) is 0.315 or 30.15% while the remaining 69.85% is influenced by other factors. From the hypothesis testing, it was obtained  $t_{count} > t_{table}$  or  $(2.242 > 1.97246)$  it was also proven by a significance of  $0.026 < 0.05$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted, this shows that there is a partially positive influence between job stress on turnover intention of employees of PT Winnersumbiri Knitting Factory. The results of this study are consistent with research conducted by TaufikIsnanto (2020) where in his research the conclusion is that there is a positive and significant influence between job stress on performance. This is consistent with the opinion of Robbins (2003) in Suhanto (2009: 35) which states that job stress is a dynamic condition in which individuals face opportunities, constraints, or demands related to what so desired and whose results were perceived as uncertain but important.

The contribution of the influence of Turnover Intention (X3) to performance (Y) is 0.327 or 30.27% while the remaining 69.73% is influenced by other factors. From testing the hypothesis, it is obtained  $t_{count} > t_{table}$  or  $(2.970 > 1.97246)$  it is also proven by a significance of  $0.003 < 0.05$ . Thus,  $H_0$  is rejected and  $H_1$  is accepted, this shows that there is a partially positive influence between job stress on turnover intention of employees of PT Winnersumbiri Knitting Factory. The results of this study are consistent with research conducted by HalimatusSadiyah (2017) where in his research the conclusion is that there is a simultaneous and significant influence between turnover intention on performance. This is also consistent with Siregar's (2006) opinion that turnover intention is influenced by job stress and performance. The factors that influence a person to change jobs are individual characteristics and work environment/performance factors.

The results showed that Locus Of control (X1), work stress (X2) and Turnover Intention (X3), have a positive effect on performance (Y) on employees of PT. Winnersumbiri Knitting Factory with a linear regression equation with  $Y = 9.474 + 0.265 X1 + 0.232 X2 + 0.218 X3$ . The results of this analysis show that the unstandardized coefficients beta of each variable are positive and have a unidirectional relationship, meaning that the better the Locus of control and the ability to avoid Job Stress and Turnover Intention in carrying out work, it will be able to improve employee performance. Conversely, the lower the Locus of control, Job Stress and Turnover Intention in the employee, the higher the possibility of increasing employee performance. The contribution of influence is 40.75% while the remaining 59.25% is influenced by other factors.

## CONCLUSIONS

Based on the descriptions in the previous chapters and from the results of the analysis and discussion of the influence of Locus of control, Job Stress and turnover intention on performance, the following conclusions can be drawn:

1. Locus of control (X1) has a positive and significant effect on the performance (Y) of employees of PT. Winnersumbiri Knitting Factory accounting to 30.90%. From hypothesis testing, it is obtained  $t_{count} > t_{table}$  or  $(3.776 > 1.97246)$  this is reinforced by a significance of  $0.000 < 0.05$ , thus  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a positive and partially significant influence between Locus of control (X1) on performance (Y).
2. Job Stress (X2) has a positive and significant effect on the performance (Y) of employees of PT. Winnersumbiri Knitting Factory, amounting to 30.15%. From testing the hypothesis, it is obtained  $t_{count} > t_{table}$  or  $(2.242 > 1.97246)$  this is reinforced by a significance of  $0.026 < 0.05$ , thus  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a positive and partially significant effect between Job Stress (X2) on performance (Y).
3. Turnover intention (X3) has a positive and significant effect on the performance (Y) of PT. Winnersumbiri Knitting Factory employees, amounting to 30.27%. From the hypothesis testing, it is obtained  $t_{count} > t_{table}$  or  $(2.970 > 1.97246)$ , this is reinforced by a significance of  $0.003 < 0.05$ , thus  $H_0$  is rejected and  $H_1$  is accepted, meaning that  $t$  has a positive and partially significant effect on performance.
4. Based on the results of the study, it shows that Locus of control (X1), Job Stress (X2) and Turnover intention (X3) simultaneously and jointly affect performance (Y) with a contribution of influence of 22.8% while the remaining 79.2% is influenced another factor. From testing the hypothesis using the statistical test  $F_{count} > F_{table}$  or  $(17,975 > 2.65)$ , this is also reinforced by a significance of  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_1$  is accepted. This means that there is a positive and significant influence simultaneously between Locus of control (X1), Job Stress (X2) and Turnover intention (X2) on performance (Y) on employees of PT Winnersumbiri Knitting Factory.

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