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Assessing the Effects of Locus of Control and Work Conflict on Civil Servant Performance: Evidence from the Type Madya Pabean A Customs Office in Pasuruan

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Abstract

Public services rely on the competence and performance of civil servants, whose actions shape the efficiency and reliability of organizational outcomes. This study examines how locus of control and workplace conflict influence employee performance at the Type Madya Pabean A Customs Office in Pasuruan, Indonesia. Locus of control, representing individuals' belief in their ability to influence results, fosters initiative, accountability, and proactive work behavior. Meanwhile, workplace conflict, emerging from miscommunication, differing expectations, or job pressures, can either hinder or enhance performance depending on its management. A quantitative explanatory approach was applied, involving 43 employees selected through simple random sampling. Data were collected using structured questionnaires and analyzed via multiple linear regression in SPSS 23. The study ensured that all assumptions were satisfied before analysis. Findings reveal that employees with a strong internal locus of control consistently outperform others, while conflict, if addressed constructively, has a modest but significant positive effect on performance. When considered together, these two factors explain 60.2% of the variance in employee performance. These results underscore the importance of combining personal psychological strengths with effective conflict management strategies to enhance productivity. The study contributes to theory by linking internal dispositions with organizational challenges, and it provides practical guidance for management, emphasizing empowerment, communication, and structured conflict resolution. Overall, cultivating both self-driven initiative and a constructive approach to workplace disagreements is crucial for sustaining high performance and promoting excellence in public sector organizations.

***Keywords**: Locus of Control, Work Conflict, Employee Performance, Public Service Organization*

1. Introduction

Public service institutions rely heavily on the capabilities of their personnel, as civil servants' contributions determine the efficiency and reliability of services delivered to the community [1]. Increasing expectations for public service quality have made professionalism a fundamental requirement in government work settings [2]. Consequently, the overall success of an organization depends on employees' ability to perform effectively, respond to ongoing changes, and support strategic achievements. This performance emerges from a combination of organizational support systems and the psychological and environmental conditions that shape employees' work behavior [3].

A growing body of literature emphasizes that job performance is determined not only by internal tendencies but also by the contextual demands placed upon employees. Locus of control is identified as a key psychological component governing how a person interprets the causes of achievements or setbacks at work. Individuals with an internal locus of control believe that their own decisions and efforts shape work results, which strengthens their initiative and accountability [4] [5]. Conversely, workplace conflict represents a situational factor that can disturb employee effectiveness. Conflicts arising from miscommunication, incompatible expectations, or pressure in job responsibilities may trigger dissatisfaction, stress, and counterproductive behavior [6] [7] [8]. When unresolved, this tension may reduce commitment and impede the attainment of organizational objectives.

The literature indicates that both individual psychological factors and organizational challenges contribute to employee outcomes [9] [10]. However, a gap persists because research often isolates locus of control from work conflict instead of investigating the causal relationship between them simultaneously. Furthermore, studies focusing on government institutions in Indonesia, especially the customs sector, remain limited. Given the bureaucratic nature of public service, characterized by rigid rules, high accountability, and demanding job functions, employee performance in such settings may respond more strongly to personal control beliefs and work-related tension [11]. For this reason, it is necessary to explore how these influences interact in shaping civil servant performance within a system that prioritizes precision and public responsibility.

This study concentrates on the workforce of KPPBC TMP A Pasuruan, a governmental body tasked with regulating and delivering public services in customs and excise matters. Their roles frequently involve extensive operational challenges and multitasking responsibilities that heighten the possibility of conflict and simultaneously demand strong self-driven control to achieve optimal results. Theoretical perspectives argue that individuals who believe they control their own achievements display better performance in complex settings, whereas escalating conflict generally obstructs productivity and organizational achievements [6] [7] [12]. Thus, analyzing these variables together contributes to a more integrated understanding of performance formation in bureaucratic environments.

Responding to the gap identified in previous studies, this research applies a quantitative approach, using multiple regression techniques to observe how locus of control and work conflict influence performance both separately and together among customs personnel. The study seeks to demonstrate the significance of integrating personal orientation and workplace challenges as determinants of civil servant effectiveness in Indonesia. Academically, it provides a framework that links internal dispositions with external pressures in a single analysis, while practically offering guidance for building employee productivity through empowerment and effective conflict management. Ultimately, the effort aims to reinforce organizational performance and promote a culture of service excellence aligned with institutional mandates.

2. Research Methods

To investigate how internal control beliefs and conflict conditions affect performance, this study implemented a quantitative explanatory research design involving employees of the Type Madya Pabean A Customs Office in Pasuruan. Respondent perceptions were quantified using a structured questionnaire based on a five-point Likert scale to ensure measurable and comparable results. The statistical evaluation employed multiple linear regression via SPSS version 23, enabling analysis of the direct and combined impacts of the studied variables on performance indicators.

This research involved the entire workforce of 119 civil servants at the customs office as its defined population. To obtain a representative subset, the study adopted a simple random sampling approach, ensuring fair inclusion probability and reducing systematic selection errors. Sampling was carried out using an official employee listing as the reference. By applying the Slovin calculation with an allowable 12% error margin, a total of 43 participants were identified as the optimal sample size, meeting both statistical and methodological requirements.

3. Results and Discussions

3.1. Result

Validity Test

The purpose of the validity check was to confirm whether the questionnaire components could represent the research constructs as intended [13]. Items were deemed valid once the resulting r-value exceeded the table value at the 5% significance level. Given the number of respondents (43), the critical r-value was 0.374. Results demonstrated that every indicator met these criteria and showed significant correlations, confirming the validity of all items for further processing.

Table 1. Validity Test Results

No. Item	Variable	r-calculated	r-table	Sig. (2-tailed)	Status
1	Locus of Control (X1)	0.968	0.374	0.000 < 0.05	Valid
2		0.980	0.374	0.000 < 0.05	Valid
3		0.978	0.374	0.000 < 0.05	Valid
4		0.972	0.374	0.000 < 0.05	Valid
5		0.958	0.374	0.000 < 0.05	Valid
6		0.927	0.374	0.000 < 0.05	Valid
7	Work Conflict (X2)	0.960	0.374	0.000 < 0.05	Valid
8		0.991	0.374	0.000 < 0.05	Valid
9		0.987	0.374	0.000 < 0.05	Valid
10		0.963	0.374	0.000 < 0.05	Valid
11		0.979	0.374	0.000 < 0.05	Valid
12		0.962	0.374	0.000 < 0.05	Valid
13	Employee Performance (Y)	0.977	0.374	0.000 < 0.05	Valid
14		0.937	0.374	0.000 < 0.05	Valid
15		0.958	0.374	0.000 < 0.05	Valid
16		0.960	0.374	0.000 < 0.05	Valid

Source: SPSS Output, 2025

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A total of 16 statements were validated, including those designed to measure locus of control (6), work conflict (6), and employee performance (4). Each met the established validity benchmarks, ensuring that the instrument is acceptable for further analytic procedures.

Reliability Test

Reliability testing was performed to verify the level of internal consistency across the questionnaire items [14]. SPSS version 23 calculated the Cronbach's Alpha coefficient for each construct, and values greater than 0.60 were interpreted as indicating sufficient reliability.

Table 2. Reliability Test Results

No	Variable	Alpha	Description
1	Locus of Control (X1)	0.983	Reliable
2	Work Conflict (X2)	0.989	Reliable
3	Employee Performance (Y)	0.970	Reliable

Source: SPSS Output, 2025

It is evident from the reliability statistics that all examined variables achieved Cronbach's Alpha values significantly greater than 0.60. Therefore, the scales measuring Locus of Control, Work Conflict, and Employee Performance meet the criteria for internal reliability and are applicable for data collection purposes.

Normality Test

Testing for normality ensures that the regression assumptions are fulfilled by confirming that the residuals derived from the predictor and outcome variables are normally distributed [15]. The decision criterion refers to the p-value: above 0.05 indicates normality. The Kolmogorov Smirnov approach was implemented in this analysis along with graphical evaluation through a Normal P–P Plot and histogram. If the plotted points closely trace the diagonal and the histogram forms a symmetrical bell curve, the model is regarded as normally distributed. The test findings are provided in the subsequent table.

Table 3. Kolmogorov-Smirnov Normality Test Results

One-Sample Kolmogorov-Smirnov Test	Unstandardized Residual
N	43
Normal Parameters	
Mean	0.0000000
Std. Deviation	2.04288392
Most Extreme Differences	
Absolute	0.100
Positive	0.051
Negative	-0.100
Test Statistic	0.100
Asymp. Sig. (2-tailed)	0.200[cd]
a. Test distribution is Normal.	
b. Calculated from data.	
c. Lilliefors Significance Correction.	
d. This is a lower bound of the true significance.	

Source: SPSS Output, 2025

The Kolmogorov–Smirnov result demonstrates a probability value of 0.200, surpassing the required significance threshold at $\alpha = 0.05$. This indicates that no significant deviation from normality exists in the residuals, allowing the regression model to progress with the assumption intact.

Multicollinearity Test

The multicollinearity assessment checks whether independent variables influence one another excessively, which could distort regression estimates [16]. The evaluation relies on Tolerance and VIF parameters, where acceptable values are Tolerance greater than 0.10 and VIF lower than 10. The test results for the current study are listed in the next table.

Table 4. Multicollinearity Test Results

Coefficients[a]	Collinearity Statistics	
Model	**Tolerance**	**VIF**
Locus of Control	0.502	1.993
Work Conflict	0.502	1.993

Source: Processed SPSS Data (2025)
[a]Dependent Variable: Employee Performance

From the Coefficients analysis, each predictor Locus of Control and Work Conflict obtained a Tolerance of 0.502 and a VIF of 1.993. Because both conditions meet the thresholds, multicollinearity is not detected in this regression model.

Heteroscedasticity Test

To detect unequal variance among residuals, a heteroscedasticity test was carried out [17]. Standardized residuals were plotted against standardized predicted values, and the Glejser method was applied. A p-value greater than 0.05 signifies that the model is free from heteroscedasticity. The relevant results appear in the table below.

Table 5. Heteroscedasticity Test Results (Glejser Test)

Coefficients[a]	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
Constant	1.084	2.097	—	0.517	0.608
Locus of Control	0.525	0.105	0.723	5.011	0.184
Work Conflict	0.043	0.113	0.054	0.378	0.708

Source: Processed SPSS Data (2025)
[a]Dependent Variable: Absolute Residual

As presented in the coefficient table, both independent variables show significance values above 0.05. With this outcome, the data analysis suggests the absence of heteroscedasticity, confirming that the model upholds homoscedastic conditions.

Multiple Linear Regression Analysis

The research utilizes multiple linear regression to analyze the combined effects of more than one causal variable on a target variable [18]. In this framework, Employee Performance is positioned as the dependent variable, with Locus of Control and Work Conflict functioning as independent inputs.

The regression equation derived from Table 5, namely $Y = 1.084 + 0.525X_1 + 0.043X_2$, shows that Employee Performance starts from a base score of 1.084 when both predictors are held constant. The positive effect of Locus of Control (0.525) illustrates that employees who believe they can control their work environment tend to perform better. Meanwhile, Work Conflict exhibits a slight positive effect with a coefficient of 0.043, implying its contribution to performance improvement is comparatively weak.

Partial t-Test

The purpose of utilizing the partial t-test is to determine whether each independent variable holds a distinct and measurable effect on the dependent variable [19]. Decision-making is guided by statistical outputs if the probability outcome falls below 0.05 and the observed t-statistic exceeds the t-table limit, the variable is proven to impact the dependent factor significantly.

In the current analysis, Locus of Control was identified as a major determinant of Employee Performance since its statistical indicators meet the criteria for significance. Correspondingly, Work Conflict also demonstrates a significant association with performance levels. Both variables therefore contribute individually to explaining differences in Employee Performance, confirming the acceptance of the proposed hypotheses.

Simultaneous Significance Test (F-Test)

The purpose of the overall F-test is to verify whether the independent variables, when evaluated together, are capable of explaining changes in the dependent variable [20]. A meaningful collective influence is concluded if the significance outcome is below the designated 5% threshold and the obtained F-statistic surpasses the critical benchmark; otherwise, the null hypothesis remains accepted.

Table 6. Simultaneous F-test Results

ANOVA[a]	Sum of Squares	df	Mean Square	F	Sig.
Regression	243.881	2	121.941	**27.827**	**0.000[b]**
Residual	175.282	40	4.382		
Total	419.163	42			

[a]Dependent Variable: Employee Performance
[b]Predictors: (Constant), Locus of Control, Work Conflict
Source: SPSS Processed Data (2025)

The findings from the joint significance test indicate that the F-statistic (27.827) is higher than the table reference value (3.232), while the p-value stands at 0.000, well below the 0.05 criterion. Consequently, the null hypothesis is not supported, confirming that the pair of independent variables exerts a notable simultaneous effect on employee performance and that the estimated model demonstrates a strong level of adequacy.

Coefficient of Determination Test (R^2)

In regression analysis, the coefficient of determination quantifies how accurately the independent variables capture the variation in the dependent variable [21]. It ranges between 0 and 1, where higher figures signify strong model accuracy and lower values point to weaker explanatory capability.

Table. Results of Coefficient of Determination Test (R^2)

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763[a]	.602	.561	2.09333

[a] Predictors: (Constant), Locus of Control, Work Conflict
[b] Dependent Variable: Employee Performance
Source: Processed SPSS 23 Data, (2025)

With an R Square of 0.602, the model demonstrates that more than half of the employee performance variability is linked to the influence of locus of control and work conflict. The other 39.8% is shaped by additional factors not included in the current analysis.

3.2. Discussion

The results derived from the analysis become the foundation for the subsequent discussion, aiming to clarify the dynamics between the measured variables. In this context, locus of control (X1) and work conflict (X2) serve as the explanatory variables influencing employee performance (Y).

Partial Effect of Locus of Control on Employee Performance

The study indicates a significant positive relationship between locus of control and employee performance. Workers who perceive their achievements as a result of personal initiative and competence exhibit better performance levels. This supports the theoretical view of [4], suggesting that internal locus of control encourages self-motivation, accountability, and proactive behaviors. Such individuals are more confident in directing their work results, allowing them to maintain productivity and meet expectations. Consequently, promoting internal control orientation becomes beneficial for improving performance [4] [22] [23].

Partial Effect of Work Conflict on Employee Performance

This research demonstrates that not all conflict is detrimental; when kept within constructive boundaries, it positively contributes to performance. Functional conflict, as described by [5], enhances innovation, improves communication flow, and builds vigilance in addressing tasks. Properly managed disputes such as those rooted in differing viewpoints or competition create a work atmosphere that motivates employees to refine their strategies, resulting in more adaptive and productive performance [5] [24] [25].

Simultaneous Effect of Locus of Control and Work Conflict on Employee Performance

The study finds that a combination of locus of control and work conflict substantially shapes employee performance. This suggests a dual mechanism: personal psychological orientation drives behavior internally, whereas conflict resolution processes influence performance externally. Employees who embrace responsibility and manage disagreements productively show a higher level of effectiveness. For that reason, the organization

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should reinforce empowerment initiatives and cultivate a climate where conflicts can be discussed and resolved constructively to improve organizational success [5] [26] [27].

4. Conclusion

The results of this study conclude that locus of control and work conflict both independently and simultaneously have a significant influence on employee performance at KPPBC TMP A Pasuruan. This indicates that internal psychological beliefs regarding personal control over outcomes, as well as the dynamics of workplace conflict, are meaningful factors that contribute to variations in performance among employees. A strong internal locus of control encourages proactive behavior, responsibility, and motivation to achieve better results, while well-managed work conflict can stimulate creativity, improve communication, and foster productive competition among employees. Together, these findings emphasize the importance of addressing both individual and situational aspects in improving performance within the organization. Based on these conclusions, several recommendations can be proposed for theoretical and practical implications. Theoretically, this research is expected to enrich scientific knowledge and contribute to the development of organizational behavior literature, especially regarding locus of control, work conflict, and employee performance. Future researchers are encouraged to explore additional variables and use broader or more diverse research methods to expand the findings of this study. Practically, the results may serve as a valuable reference for management at KPPBC TMP A Pasuruan to formulate strategies aimed at strengthening employees' internal control orientation and effectively managing work conflicts to enhance overall performance. Organizations are encouraged to implement programs such as psychological empowerment, communication enhancement, and conflict resolution training, ensuring that workplace dynamics can support optimal employee productivity and organizational achievements.

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