

***THE INFLUENCE OF PERFORMANCE APPRAISAL, PARTICIPATION, COMPENSATION,
ORGANIZATIONAL CULTURE, WORK STRESS, INTERNAL LOCUS OF CONTROL AND
EXTERNAL LOCUS OF CONTROL TOWARDS PERFORMANCE***

(Empirical Study of Private Universities in Yogyakarta)

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Abstract

This study aims to determine the effect of performance appraisal, participation, compensation, organizational culture, work stress, internal locus of control and external locus of control on performance. This study uses performance as the dependent variable and appraisal performance, participation, compensation, organizational culture, work stress, internal locus of control and external locus of control as independent variables. The sample used was employees and lecturers of private universities in Yogyakarta. This research uses incidental method. The data used are primary data. Based on the questionnaire distribution process, 150 respondents were obtained. Data processing using SPSS 16.0 and the analytical method used is multiple regression analysis. The results of this study indicate that performance appraisal, participation, compensation and organizational culture have a positive effect on performance. Job stress has a negative effect on performance. Internal locus of control and external locus of control do not affect performance.

Keywords: Performance Appraisal, Participation, Compensation, Organizational Culture, Work Stress, Internal Locus of Control, External Locus of Control and Performance

PRELIMINARY

Today, with a competitive and complex organizational environment requires an organization to be able to follow and adjust in order to survive and develop. Organizations must have a standard of evaluation to know the results of the design and achievement in order to create good sustainability in the organization, or called performance.

The phenomenon of Private Universities in Indonesia has far more numbers than the State University. However, only a few Private Universities are able to match the performance of State Universities which is interesting to study further.

Human resources are the most important assets in an organization that is limited so that organizations are required to be able to empower and optimize human resources to achieve organizational goals and success. If human resources are optimized professionally, it is expected that human resources can work more productively. Organizations are required to produce employees who have optimal performance. With optimal individual performance, organizations will find it easier to achieve goals. Likewise, universities as training and research institutions really need to attract, maintain, and Robbins in arguing that there is almost no doubt that organizational culture has a great influence on employee attitudes. So as to realize professional work, management of an organization and human resources can create an organizational culture of sufficient quality so that organizational goals can be easily achieved (Cahyana & Jati, 2017).

According to Byars in previous research, Performance appraisal is defined as the process of determining and communicating to employees how well they are performing at work and ideally subsequently setting improvement plans (Amin et al., 2014). According to Sofyandi in previous research Compensation is a cost that must be incurred by the company followed by expectations if the company will get compensation through work performance from its employees (Widyastuti & Rahardja, 2018). According to Abdulkadir in Amin et al., (2014) Participation is defined as an arrangement that ensures that employees are given the opportunity to influence organizational management decisions and contribute to improving performance. Organizational culture is the values that develop in an organization, these values are

used to direct the behavior of all members of the organization (Soedjono, 2005). Organizational culture undoubtedly has an influence on individual attitudes. Job stress is one of the aspects that is quite important for the organization due to the relationship with individual performance so that it affects the performance of an organization. Locus of control shows the degree to which individuals believe behavior has an influence on what happens to them. Locus of control can be divided into internal locus of control and external locus of control. External locus of control where individuals believe that what they produce is the result of circumstances beyond their control and the individual's internal locus of control believes that what they produce is the result of their efforts.

This study is a compilation of previous studies, namely research conducted by Amin et al., (2014), Setyowati (2017) and Joushan, Syamsun, & Kartika, (2015).

LITERATURE REVIEW AND DECREASE OF HYPOTHESES

Stewardship Theory

According to Donaldson & Davis, 1989, 1991 stewardship theory explains the situation where managers are stewards and act in the interests of the owner. In stewardship theory managers will behave according to common interests. When the interests of the steward and the owner are not the same, the steward will try to work together rather than oppose it, because the steward feels the common interest and behaves according to the owner's behavior is a rational consideration because the steward looks more at efforts to achieve organizational goals.

Affective Events Theory

Affective event theory is a model developed by organizational psychologists Howard M. Weiss and Russell Cropanzano. This theory states that workplace events cause emotional reactions in employees, which can influence attitudes and behavior in the workplace.

Hierarchy of Needs Theory

The best known motivation theory is Abraham Maslow's hierarchy of needs, Maslow hypothesized that there is a hierarchy of five needs: physiological, security, social appreciation and self-actualization.

Attribution Theory

Attribution theory tries to explain ways of valuing people differently, depending on the understanding we attribute to a behavior. This states that when we observe an individual's behavior, we try to determine whether it is caused internally or externally.

Performance Appraisal

An effective performance appraisal is required to cover the entire framework or context that allows the entire process to operate at optimal performance levels according to Giles in previous research (Amin et al., 2014).

Based on research in January, Utami, & Ruhana (2015), Amin et al. (2014), Iqbal, Naveed, Hader, Batool, & Qurat-ul-ain (2013), Rani & Mayasari (2015), Lina (2016) and Tangkuman, Tewal, & Trang (2015) revealed that performance appraisal had a positive effect significant on performance.

Based on the description above, the researchers developed the following research hypotheses:

H1 : *Performance appraisal* positive effect on performance

Participation

Given the opportunity to participate, employees will feel more involved in the success of their organizations so that they will make optimal contributions that will improve performance. Research by Amin et al. (2014), Rochyawati & Fety (2013) and Zulfikar (2016) revealed that participation had a positive and significant effect on organizational performance.

Based on the description above, the researchers developed the following research hypotheses:

H2 : Participation has a positive effect on performance

Compensation

The purpose of giving compensation is to increase satisfaction, discipline, motivation of employees who will improve their performance so that performance increases.

Research Amin et al. (2014), Sahlan, Mekel, & Trang (2015) and Firmandari (2014) also concluded that compensation had a positive and very significant effect on performance.

Based on the description above, the researchers developed the following research hypotheses:

H3 : Compensation has a positive effect on performance

Organizational culture

Organizational culture undoubtedly has an influence on individual attitudes. Individual behavior is influenced by the workplace environment that is formed through organizational culture, where the existence of culture in an organization is expected to improve individual performance. So to achieve optimal performance the company must create a quality organizational culture.

Research Cahyana & Jati (2017) concluded that organizational culture has a positive effect on employee performance. Research Wahyuni (2015), Arianty (2014) and Gumelar (2017) also concluded that organizational culture has a positive and significant effect on employee performance.

Based on the description above, the researchers developed the following research hypotheses:

H4 : Organizational culture has a positive effect on performance

Job stress

Job stress will arise if there is a gap between an individual's abilities and the demands of his job, work stress can have a positive and negative effect on performance. A positive impact occurs on work stress at low to moderate levels where work stress can be a driving force in improving employee performance, while at high levels of work stress will have a negative impact on employee performance (Cahyana & Jati, 2017).

Based on research by Iresa, Utami, & Prasetya (2015) and Widyastuti & Rahardja (2018), Julvia (2016) and Rahardjo & Dewi (2016) which show work stress has a negative and significant effect on employee performance.

Based on the description above, the researchers developed the following research hypotheses:

H5 : Job stress has a negative effect on performance

Internal Locus of Control

By having an internal locus of control, individuals will have a more positive contribution to performance in carrying out tasks. This is because if individuals want to succeed they must view internal locus of control as an effort to be done. Individuals who can control their activities and behavior for assignments will affect their performance.

Based on research by Saputra, (2012), Sudiartini & Harta Mimba (2018), Rahayu & Badera (2017), Kusnadi & Suputhra (2015), Pawitri & Yenni Latrini (2019) and Setyowati (2017) concluded that employees who have internal LoC have positive effects on performance.

Based on the description above, the researchers developed the following research hypotheses :

H6 :Internal Locus of Control has a positive effect on performance

Eksternal Locus of Control

However, if an individual has a tendency to believe in factors outside himself as a determinant of his success, it can be said he has an external locus of control, this will actually reduce job satisfaction and result in decreased performance of Sarita & Agustia (2009).

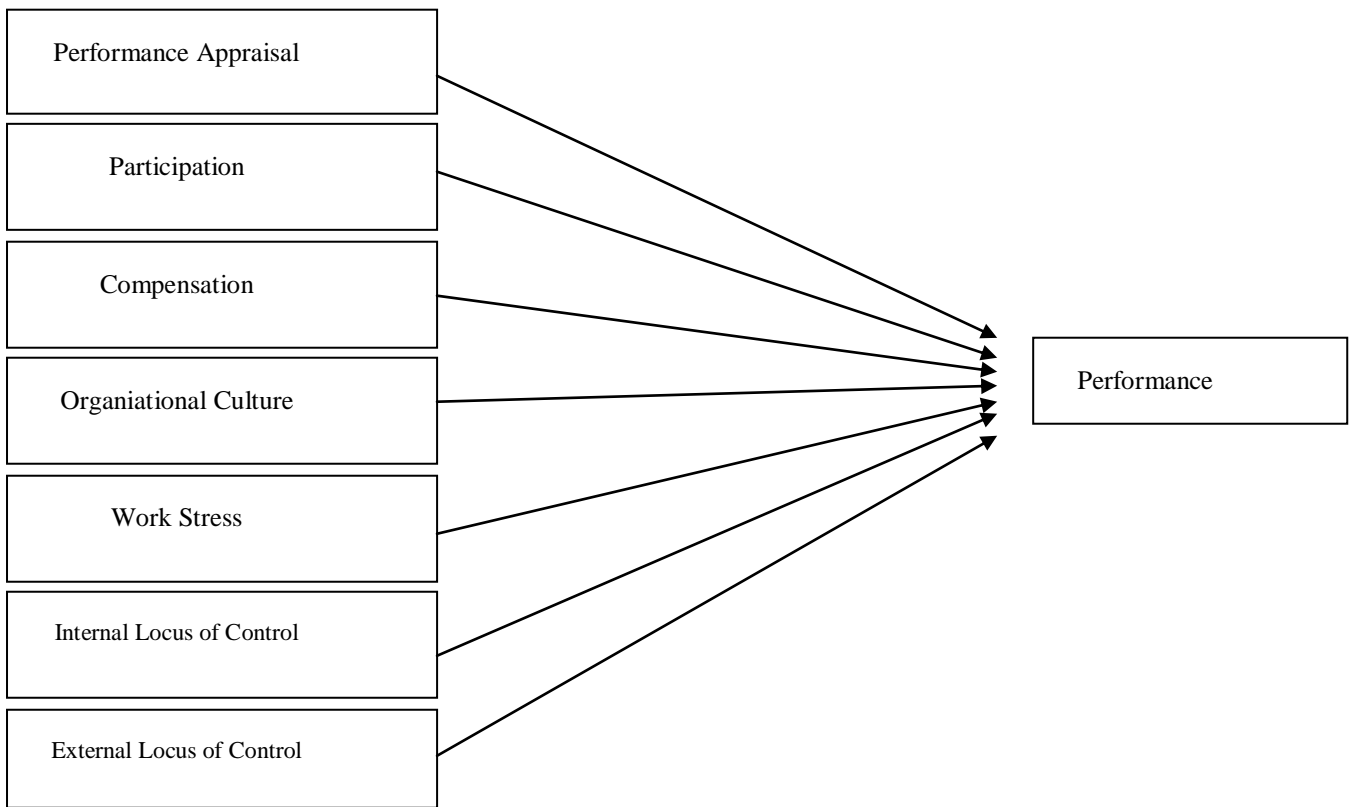
Based on research by Sudiartini & Harta Mimba (2018), Kusnadi & Suputhra (2015) and Anugerah, Anita, Nelly Sari, & Zenita (2016) which states that external LoC negatively influences performance.

Based on the description above, the researchers developed the following research hypotheses :

H7 : Locus of Control Eksternal berpengaruh negatif terhadap kinerja

Research Model

The research model in this study is as follows:



Research methods

Object of research

The object of research in this study is the Private University in Yogyakarta while the population in this study are employees and lecturers of Private Universities in Yogyakarta.

Data Type

In this study the type of data used is collecting primary data, the data is obtained by direct means and sources without an intermediary. The instrument used in this study was a questionnaire.

Sampling technique

The sampling method used in this study is an incidental method or technique where sampling is based on chance. Samples to be taken from employees and lecturers of Private Universities in Yogyakarta with accreditation A and B.

RESEARCH RESULTS AND DISCUSSION

This study took a sample of 6 Private Universities in Yogyakarta with the distribution map shown in table 1:

Table 1 Questionnaire Data Distribution

No	Name of Private Universities	Questionnaire sent	Questionnaire filled out
1	Universitas Muhammadiyah Yogyakarta	40	37
2	Universitas Janabadra	30	21
3	Universitas Ahmad Dahlan	40	23
4	Universitas PGRI Yogyakarta	40	24
5	Universitas Sanata Dharma	40	21
6	Universitas Sarjanawiyata Tamansiswa	40	29
	Total	230	155

Source : primary data

Descriptive Statistics Test

Table 2 Descriptive Statistic Test Result

Variabel	Kisaran Teoritis	Kisaran Aktual	Mean Teoritis	Mean Aktual	Std. Deviasi
<i>Performance Appraisal</i>	6 – 30	13 – 29	18	22,48	2.585
Partisipasi	4 – 20	8 – 18	12	13,76	2.039
Kompensasi	5 – 25	12 – 25	15	18,80	2,427
Budaya Organisasi	15 – 75	45 – 75	45	58,38	5,488
Stres Kerja	14 – 70	17 – 56	42	34,50	6,377
<i>Locus of Control</i> Inernal	8 – 40	20 - 38	24	29,69	3,665
<i>Locus of Control</i> Eksternal	8 – 40	11 - 31	24	20,22	3,77
Kinerja	11 – 55	22 - 55	33	41,25	5,112

Source : primary data

Non Response Bias Test

Table 3 Non Response Bias Test Result

Keterangan	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	dF	Sig. (2 tailed)
Eqyual variances assumed	4.129	0,440	-1.573,0	148	0,118
Eqyual variances not assumed			-1.827,0	120.044	0,70

Source : primary data

Based on table 3, the value of sig. (2 tailed) is $0.118 > 0.05$. Then it can be stated that H_0 is accepted and H_a is rejected. Thus it can be concluded that there is no significant difference in the average score of the answers between respondents who were timely in returning the questionnaire and respondents who were late returning the questionnaire. So it can be said that there is no bias from the data obtained

Validity test

Table 4 Validity Test Result

Butir pertanyaan	Performance Appraisal (KMO :0,756)	Partisipasi (KMO : 623)	Kompensasi (KMO : 0,573)	LoC Internal (KMI : 0,747)	Ket
1	0,761	0,649	0,676	0,690	Valid
2	0,764	0,608	0,603	0,680	Valid
3	0,761	0,590	0,429	0,794	Valid
4	0,766	0,687	0,568	0,748	Valid
5	0,758		0,558	0,729	Valid
6	0,732			0,708	Valid
7				0,834	Valid
8				0,815	Valid
Butir pertanyaan	Budaya Organisasi (KMO : 0,803)	Stres kerja (KMO : 0,817)	LoC Eksternal (KMI : 0,797)	Kinerja (KMO : 0,879)	Keterangan
1	0,803	0,803	0,779	0,903	Valid
2	0,787	0,855	0,788	0,926	Valid
3	0,867	0,842	0,828	0,892	Valid
4	0,750	0,769	0,696	0,904	Valid
5	0,751	0,814	0,831	0,842	Valid
6	0,826	0,807	0,817	0,891	Valid
7	0,791	0,830	0,798	0,879	Valid
8	0,786	0,865	0,789	0,913	Valid
9	0,780	0,791		0,836	Valid
10	0,784	0,818		0,840	Valid
11	0,786	0,743		0,842	Valid
12	0,806	0,862			Valid
13	0,841	0,833			Valid
14	0,840	0,858			Valid
15	0,816				Valid

Source : primary data

The results shown in table 4 show that each question of all variables has a KMO-MSA value greater than 0.50 and has a high enough correlation for each variable item so that it can be declared valid.

Reliability Test

Table 5 Reability Test Result

Variabel	Cronbach's Alpha	Keterangan
<i>Performance Appraisal</i>	0,630	Reliabilitas Moderat
Partisipasi	0,632	Reliabilitas Moderat
Kompensasi	0,549	Reliabilitas Moderat
Budaya Organisasi	0,812	Reliabilitas Tinggi
Stres Kerja	0,824	Reliabilitas Tinggi
<i>Locus of Control Internal</i>	0,723	Reliabilitas Tinggi
<i>Locus Of Control Eksternal</i>	0,699	Reabilitas Moderat
Kinerja	0,862	Reliabilitas Tinggi

Source : primary data

The results of the reliability test data processing in table 5 show the cronbach's alpha value for performance appraisal variable 0.630, participation 0.632, compensation 0.549, organizational culture 0.812, work stress 0.824, internal locus of control 0.723, external locus of control 0.699 and performance 0.862. Based on these results it can be concluded that the question items in the questionnaire are reliable because the Cronbach's alpha value of each variable is greater than 0.5.

Normality test

Table 6 Normality Test Result

Uji Normalitas	Unstandardized Residual
N	150
Normal Parametersa	Mean
	0,000000
	Std. Deviation
3,90486302	
Most Extreme Differences	Absolute
	0,064
	Positive
0,064	
Negative	
-0,047	
Kolmogorov-Smirnov Z	0,785
Asymp. Sig. (2-tailed)	0,569

Source : primary data

Based on table 6 shows the value of sig $0.569 > 0.05$ so that it can be concluded that the data are normally distributed.

Heteroscedasticity Test

Table 7 Hasil Uji Heteroskedatisitas

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	4,567	3,493		1,308	0,193
<i>Performance Appraisal</i>	-0,135	0,085	-0,138	-1,585	0,115
Partisipasi	-0,126	0,119	-0,102	-1,059	0,291
Kompensasi	-0,152	0,093	-0,146	-1,644	0,102
Budaya Organisasi	0,085	0,052	0,184	1,626	0,106
Stres Kerja	-0,020	0,038	-0,051	-0,535	0,594
<i>Locus of Control</i> Internal	0,042	0,064	0,061	0,653	0,515
<i>Locus of Control</i> Eksternal	0,027	0,60	0,040	0,450	0,653

Source : primary data

Table 7 shows the sig value of performance appraisal variable 0.193, participation 0.291, compensation 0.102, organizational culture 0.106, work stress 0.594, and internal locus of control 0.515 and external locus of control 0.653. It can be concluded that the performance appraisal variables, participation, compensation, organizational culture, work stress, internal locus of control and external locus of control do not occur heteroscedasticity because the significant value of all variables is more than 0.05.

Multicollinearity Test

Table 8 Hasil Uji Multikolinearitas

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	14,191	5,564		2,551	0,012		
<i>Performance Appraisal</i>	0,290	0,136	0,147	2,131	0,035	0,868	1,152
Partisipasi	0,744	0,190	0,297	3,917	0,000	0,717	1,395
Kompensasi	0,255	0,148	0,121	1,728	0,086	0,835	1,198
Budaya Organisasi	0,171	0,083	0,184	2,062	0,041	0,516	1,937
Stres Kerja	-0,155	0,061	-0,194	-2,567	0,011	0,721	1,386
<i>Locus of Control</i> Internal	0,067	0,102	0,048	0,657	0,52	0,761	1,313
<i>Locus of Control</i> Eksternal	-0,056	0,096	-0,041	-0,587	0,558	0,823	1,215

Source : primary data

Based on table 8 multicollinearity test results VIF value for performance appraisal variable 1,152, participation 1,395, compensation 1,198, organizational culture 1,937, work stress 1,386, internal locus of control 1,305, external locus of control 1,215 and tolerance value of each independent variable more than 0,1. It can be concluded that the performance appraisal variables, participation, compensation, organizational culture, work stress, internal locus of control and external locus of control are not affected by multicollinearity because the VIF (Vupdatece Inflation Factors) value is smaller than 10 and the tolerance value is more than 0.1.

Hypothesis testing

Table 9 Hypotesis Testing

Model	Unstandardized Coefficients		Sig.
	B	Std. Error	
(Constant)	14,191	5,564	0,012
* <i>Performance Appraisal</i>	0,290	0,136	0,035
*Partisipasi	0,744	0,19	0,000
**Kompensasi	0,255	0,148	0,086
*Budaya Organisasi	0,171	0,083	0,041
*Stres Kerja	-0,155	0,061	0,011
<i>Locus of Control</i> Internal	0,067	0,102	0,520
<i>Locus of Control</i> Eksternal	-0,056	0,096	0,558
Nilai F	14,482		
Sig. Nilai F	0,000		
Adjusted R Square	0,388		

Source : primary data

Keterangan : * : sig 5%

** : sig 10%

Based on Table 9, this study has an Adjusted R Square value of 0.388 p, which means that all independent variables explain the performance variable of 38.8%, while the other 61.2% is explained by other variables not examined in this study.

Based on the results of Table 4.14 obtained a multiple linear regression equation, namely:

$$Y = 14,191 + 0,290X_1 + 0,744X_2 + 0,255X_3 + 0,171X_4 - 0,155X_5 + 0,067X_6 - 0,56X_7 + e$$

1. Hypothesis Testing 1

The first hypothesis is that performance appraisal has a positive effect on performance. Regression and significant coefficient values presented in table 4.14 shows the effect of the performance appraisal variables on performance with a regression coefficient of 0.147 and a sig value of 0.035 α 0.05. This shows that performance appraisal has a significant positive effect on performance. Thus it can be concluded that **the first hypothesis is accepted.**

2. Hypothesis Testing 2

The second hypothesis is participation has a positive effect on performance. Regression and significant coefficient values presented in table 4.14 shows the effect of participation variables on performance with a regression coefficient of 0.297 and a sig value of 0.000 α 0.05. This shows that participation has a significant positive effect on performance. Thus it can be concluded that **the second hypothesis is accepted.**

3. Hypothesis Testing 3

The third hypothesis is that compensation has a positive effect on performance. Regression and significant coefficient values presented in table 4.14 show the influence of participation variables on performance with a regression coefficient of 0.121 and a sig value of 0.086 α 0.10. This shows that participation has a positive effect on performance. Thus it can be concluded that **the hypothesis is accepted.**

4. Hypothesis Testing 4

The fourth hypothesis is that organizational culture has a positive effect on performance. Regression and significant coefficient values presented in table 4.14 show the influence of organizational culture variables on performance with a regression coefficient of 0.184 and a sig value of 0.041 α 0.05. This shows that organizational culture has a significant positive effect on performance. Thus it can be concluded that **the fourth hypothesis is accepted.**

5. Hypothesis Testing 5

The fifth hypothesis is that work stress has a negative effect on performance. Regression and significant coefficient values presented in table 4.14 show the effect of work stress variables on performance with a regression coefficient of -0.194 and a sig value of 0.011 $\alpha 0.05$. This shows that work stress has a significant negative effect on performance. Thus it can be concluded that **the fifth hypothesis is accepted.**

6. Hypothesis Testing 6

The sixth hypothesis is that locus of control has a positive effect on performance. Regression and significant coefficient values presented in table 4.14 shows the effect of the internal locus of control variable on performance with a regression coefficient of 0.048 and a sig value of 0.520 > $\alpha 0.05$. This shows that the locus of control does not affect performance. Thus it can be concluded that **the sixth hypothesis is rejected.**

7. Hypothesis Testing 7

The seventh hypothesis is that external locus of control has a negative effect on performance. Regression and significant coefficient values presented in table 4.14 show the influence of external locus of control variables on performance with a regression coefficient value - 0.041 and a sig value of 0.558 > $\alpha 0.05$. This shows that the external locus of control has no effect on performance. Thus it can be concluded that **the seventh hypothesis is rejected.**

Discussion

Effect of Performance Appraisal on Performance

Based on the results of statistical analysis in this study shows that the performance appraisal variable has a significant positive effect on performance at the Private University in Yogyakarta. Performance appraisal is a process of evaluating how well employees do work compared to all sets of standards, and then communicating that information to individuals. Ineffective assessment practices can

cause many undesirable problems including low morale, decreased employee productivity and low enthusiasm to support the organization, thereby reducing performance.

This research is in accordance with the stewardship theory that there must be alignment of goals between the organization and the individual so that there is a need for work assessment in order to be able to control and evaluate individual performance to be in accordance with organizational goals.

This study is in line with previous studies (Amin et al., 2014), (Iqbal et al., 2013) and (Tangkuman et al., 2015) revealed that performance appraisal had a significant positive effect on performance. The results of this study indicate a significant value of $0.035 < 0.05$ (alpha) and provide a positive direction on performance. So the results obtained in this test are in accordance with the hypothesis that has been proposed stating that performance appraisal has a positive effect on performance.

Effect of Participation on Performance

Participation is an arrangement that ensures that employees are given the opportunity to influence organizational management decisions and contribute to improving performance. Given these opportunities, employees will feel more involved in the success of their organizations so that they will make optimal contributions that will improve performance.

This study is in line with research by Amin et al. (2014), (Rochyawati & Fety, 2013) and (Zulfikar, 2016) revealed that participation has a positive and significant effect on performance. The results of this study indicate a significant value of $0,000 < 0.05$ (alpha) and provide a positive direction on performance. So the results obtained in this test are in accordance with the hypothesis that has been proposed stating that participation has a positive effect on performance.

Effect of Compensation on Performance

Based on the results of statistical analysis in this study shows that the compensation variable has a positive effect on performance at the Private University in Yogyakarta. Compensation is a form of costs that must be incurred by a company in the hope that the company will get rewards in the form of work performance from its employees, direct payments (salaries, incentives, wages, commissions, and bonuses),

and indirect payments (financial benefits such as insurance and vacations) paid by organization). The purpose of giving compensation is to increase satisfaction, discipline, motivation of employees who will improve their performance so that performance increases.

This research is in accordance with the theory of needs hierarchy, one of the five hierarchies is appreciation, namely the need for a desire to be respected and respected for one's achievements, recognition of abilities and expertise possessed, and also other external factors such as intensive and status. So that when a person's hierarchy of needs has been met, the performance will also increase.

This study is in line with research by Amin et al. (2014) and Sahlan, Mekel, & Trang (2015). The results of this study indicate a significant value of $0.086 < 0.10$ (alpha) and provide a positive direction on performance. So the results obtained in this test are in accordance with the proposed hypothesis which states that compensation has a positive effect on performance at the 10% significance level.

The Effect of Organizational Culture on Performance

Based on the results of statistical analysis in this study shows that organizational culture variables have a positive effect on performance at Private Universities in Yogyakarta. Organizational culture is the values that develop in an organization, these values are used to direct the behavior of all members of the organization (Soedjono, 2005). Organizational culture undoubtedly has an influence on individual attitudes. Individual behavior is influenced by the workplace environment that is formed through organizational culture, where the existence of culture in an organization is expected to improve individual performance. So to achieve optimal performance the company must create a quality organizational culture.

This research is in accordance with affective event theory which shows that individuals react emotionally to things that are or have happened at work and this reaction will affect individual performance and satisfaction, so that culture in the organizational environment can also affect one's performance.

This study is in line with research Cahyana & Jati (2017), Wahyuni (2015), Arianty (2014) and (Gumelar, 2017) who concluded that organizational culture has a positive effect on performance. The results of this study indicate a significant value of $0.041 < 0.05$ (alpha) and provide a positive direction on

performance. So that the results obtained in this test are in accordance with the hypothesis that has been stated stating that compensation has a positive effect on performance.

Effect of Job Stress on Performance

Based on the results of statistical analysis in this study shows that work stress variables have a negative effect on performance at the Private University in Yogyakarta. This means that if work stress is felt to be increasing, then performance will decrease. Conversely, if work stress is felt to decrease, then the performance will increase. This research is in accordance with affective event theory which shows that individuals react emotionally to things that are or have happened at work and this reaction will affect individual performance and satisfaction, so that culture in the organizational environment can also affect one's performance. Job stress is a condition that there are several factors at work that interact with individuals so that it disrupts the physiological conditions and behavior of individuals. Job stress will arise if there is a gap between an individual's abilities and the demands of his job, making individuals feel depressed, frustrated and unmotivated can cause work to be suboptimal and performance will be disrupted so work stress can negatively affect performance.

This research is in accordance with affective event theory which shows that individuals react emotionally to things that are or have happened at work and this reaction will affect individual performance and satisfaction, so work stress can also affect one's performance.

This study is in line with Iresa, Utami, & Prasetya (2015) and Widyastuti & Rahardja (2018), Julvia (2016) and Rahardjo & Dewi (2016), which show that work stress has a negative and significant effect on employee performance. The results of this study indicate a significant value of $0.011 < 0.05$ (alpha) and provide a negative direction on performance. So the results obtained in this test are in accordance with the hypothesis that has been proposed stating that work stress has a negative effect on performance.

Effect of Internal *Locus of Control* on Performance

Based on the results of statistical analysis in this study shows that the internal locus of control variable does not affect the performance of the Private University in Yogyakarta. Internal LoC is individuals who have the notion that the cause and control of events is within their control. The tasks of employees in the organization are mostly structured and directed, in addition to that most organizations already have systems and procedures for carrying out tasks, this causes the internal locus of control to not affect performance.

This research is in accordance with the attribution theory that a person's behavior is determined by a combination of internal forces (internal forces), namely factors originating from within a person, such as ability or effort, and external forces (external forces), namely factors originating from outside, such as difficulties at work or luck.

This study is in line with Parmin (2014) and Putra (2015), which shows that internal locus of control has no effect on performance. The results of this study indicate a significant value of $0.520 > 0.05$ (alpha) and provide a positive direction on performance. So the results obtained in this test are not in accordance with the proposed hypothesis which states that the internal locus of control has a positive effect on performance.

Effect of External *Locus of Control* on Performance

Based on the results of statistical analysis in this study shows that the external locus of control variable does not affect the performance of the Private University in Yogyakarta. External locus of control is a condition where individuals believe that what happens to individuals is controlled by external forces such as luck and fate. Individuals who have external locus of control will feel reluctant to change their behavior, because the individual feels that it is not him who determines the success of April, Dharani, & Peters (2012). But because with the same association and work environment within a certain period of time eliminating the individualistic aspects of each employee. The values adopted are the same so that the performance does not differ greatly so that individuals who have an external locus of control do not affect performance.

This research is in accordance with the attribution theory that a person's behavior is determined by a combination of internal forces (internal forces), namely factors originating from within a person, such as ability or effort, and external forces (external forces), namely factors originating from outside, such as difficulties at work or luck.

This study is in line with research Saputra (2012) and Putra (2015) concluded that external LoC has no effect on performance. The results of this study indicate a significant value of $0.558 > 0.05$ (alpha) and provide a negative direction on performance. So the results obtained in this test are not in accordance with the proposed hypothesis which states that the external locus of control has a negative effect on performance.

CONCLUSIONS, SUGGESTIONS AND LIMITATIONS OF RESEARCH

CONCLUSIONS

The conclusion of the research that has been done, namely the influence of performance appraisal, participation, compensation, organizational culture, work stress, internal locus of control and external locus of control on performance with the research location is located at Yogyakarta Private University.

Based on the results of data analysis from the previous chapter, the following conclusions can be drawn:

1. This study aims to examine the effect of performance appraisal on performance, based on the results of data analysis, it is concluded that the performance appraisal has a significant positive effect on performance.
2. This study aims to examine the effect of participation on performance, based on the results of data analysis, the conclusion of participation has a significant positive effect on performance.
3. This study aims to examine the effect of compensation on performance, based on the results of data analysis, the conclusion of compensation has a positive effect on performance.
4. This study aims to examine the influence of organizational culture on performance, based on the results of data analysis, it is concluded that organizational culture has a significant positive effect on performance. This study aims to examine the influence of work stress on performance,

based on the results of data analysis, it is concluded that work stress has a significant negative effect on performance.

5. This study aims to examine the influence of internal locus of control on performance, based on the results of data analysis, it can be concluded that the internal locus of control has no effect on performance.

6. This study aims to examine the influence of external locus of control on performance, based on the results of data analysis, it can be concluded that the external locus of control has no effect on performance.

Based on the results of the research above, it can be used as a consideration for policy making on a matter related to performance.

SUGGESTIONS

Based on the conclusions above, obtained several suggestions for further research in order to get better results including:

1. The samples in this study were taken from six private universities in Yogyakarta with accreditation A and B only. If the next researcher will test the same variable, it is better to add different samples and locations, so that the data obtained from the research results will be even better.
2. The next researcher can examine variables or can use moderating or intervening variables to get different research results
3. Using other methods to obtain data other than using a questionnaire, namely by direct interviews with employees and lecturers in order to get better information.

LIMITATIONS OF RESEARCH

Limitations of this study are the sampling locations in the Yogyakarta region only. So that the number of respondents obtained is as little as 150 respondents. With the small number of samples in this

study, the sample has not been able to fully interpret that performance is influenced by performance appraisal variables, participation, compensation, organizational culture, job stress, internal locus of control and external locus of control.

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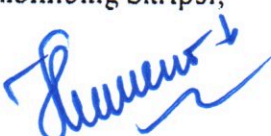
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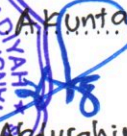
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