

Analysis of the Influence Organizational Control System and Trust on Employee Performance

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Abstract

This study explores the relationship between organizational trust, output control, process control, normative control, and control on employee performance and organizational citizenship behavior (OCB). As part of the data gathering procedure utilizing the snowball sampling methodology, questionnaires were handed to bank workers based in Batam. This study collected data from 152 employees, and SPSS was used to assess the hypotheses. The findings of this study support the notion that trust has a significant and positive relationship with organizational confidence and employee performance, that output control has a substantial and positive relationship with OCB, that process control has no effect on OCB, that normative power has a significant and positive relationship with OCB, and that trust has a significant impact.

Keywords

organizational control system;
organizational trust; employee
trust; employee performance;
OCB



I. Introduction

Every organization's ability to perform well is critical to its success. Every organization has a purpose, or organizational mission, that specifies the range of work to be done about products, services, or markets. It sets the duties of the workforce to advance corporate objectives. Control systems monitor and reward individuals because individual goals aren't always aligned with company goals, allowing workers to seek business interests (Bergeron, Shipp, Rosen, & Furst, 2013). The company ensures the employee performance control system adheres to the rules and regulations (Olufunmilayo & Hannah, 2018). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

An organizational control system that is separated into output control, process control and normative power is implemented to attain organizational effectiveness. Different management practices and functions are used to execute each sort of control. To achieve the best organizational performance and objectives, each type of control includes specific management tasks and practices (Flavián et al. 2009). The focus of outcome, process, and behavior control is on the definition and assessment of tasks and desired results, as well as changes in organizational management and how corporate governance develops different rules. Control inside organizations limits how much employees behave in their interests and shows that control enhances performance (Sihag & Rijsdijk, 2019).

Control mechanisms inside an organization can boost confidence in particular people. Employee trust in coworkers and managers will improve in firms that employ more

direct monitoring than those that primarily focus on results and processes. Consistently addressing and implementing solutions to problems that recur allow for adequate control. Control and trust systems can show superior decisions using open, consistent, and transparent criteria (Weibel et al., 2006).

Each employee's behavior or organizational citizenship behavior (OCB) can be supported by organizational control systems, resulting in collaboration, communication, and shared objectives (Gittell, 2000). Through task performance and OCB, organizational behavior can encourage work effectiveness and boost employee motivation to contribute (Verburg et al., 2018).

Organizational trust, based on an evaluation of whether the organization is competent to meet its capabilities, enables the corporation to fulfill its goals and obligations. The success of day-to-day business operations and the foundation of connections with different groups inside the organization largely depend on organizational trust. Employee trust in the company tends to rise when they believe it will act in a way that is both beneficial and safe (Oosthuizen, Rabie, & De Beer, 2018). The organization will be driven by talent, enthusiasm, and workforce time. Employee participation in work activities will be reduced due to decreased trust in the organization because they feel misled. Employees that feel trusted by their employers are more likely to put in a lot of effort to further the organization's goals (Oosthuizen et al., 2018). Improved workplace processes, attitudes, and performance of employees, both directly and indirectly. Organizations are team-based, so while trust may not be the ultimate solution to every issue, it has become crucial for fostering effective internal and external collaboration (Costa, 2016).

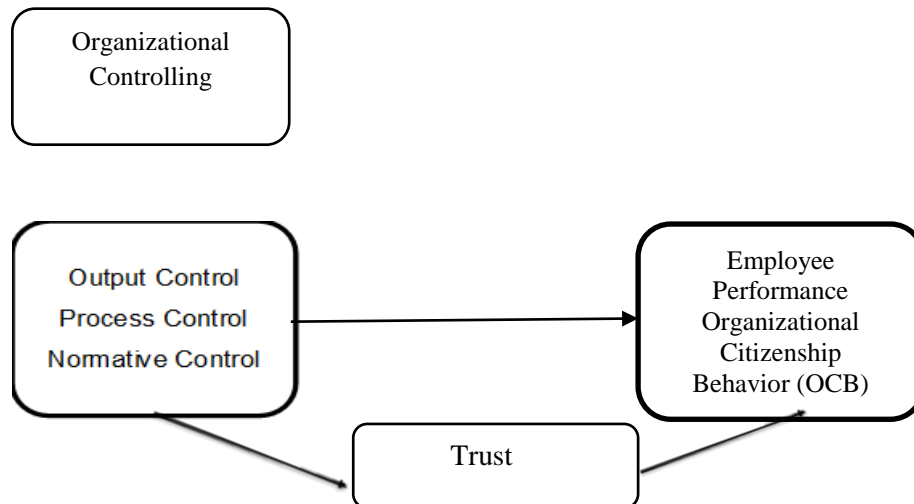
An organization's positive behavior can positively impact employee performance. The phrase "organizational citizenship behavior" (OCB) refers to workplace behaviors that go above and beyond what is outlined in administrative rules and job descriptions for employees. A few instances of OCB are offering extra assistance to coworkers, volunteering for special initiatives, paying attention to coworkers and customers, being punctual, and offering guidance when issues arise. Employees tend to keep these habits under low confidence levels and are motivated to engage in more OCB by high levels of trust (Wong, Wong, & Ngo, 2012).

II. Research Method

Data collecting techniques focus on primary data or information from aid providers without intermediaries. Questionnaires were issued to regular bank workers to collect preliminary data as part of a survey. To gather data, questionnaires were distributed to bank personnel in the city of Batam. Calculations indicate that 107 responses will suffice as the minimum sample size for this investigation.

In this study, there are two different categories of operating parameters. Employee performance, organizational trust, and OCB are dependent variables, whereas output control, process control, and normative control are independent variables. In this study, operational data variables are measured using the Likert scale, a method for gauging respondents' views by asking whether or not they concur with specific topics, items, or occurrences (Indriantoro & Supomo, 2011).). Four questions make up the dependent variable of the performance of the measurement variable, five questions make up Organizational Citizenship Behavior (OCB), ten questions make up trust, four questions make up the control output variable, four questions make up the control process variable, and three questions make up the normative control variable. These variables are rated on a

scale of 1 to 5, with one denoting strongly disagree and five indicating strongly agree. The data analysis method employed in this study has several stages. The stages include descriptive statistics, outlier tests, reliability tests, normality tests, multicollinearity tests, heteroscedasticity tests, F tests, t-tests, and coefficient of determination tests (R²). The research model applied in this study is depicted in the figure below. The research model employed in this study was modified by Verburg *et al.* (2018).



Source: Verburg *et al.* (2018).

Figure 1. Research Model

The hypothesis used is as follows, based on the explanation above.:

- H1 = Control output has a significant positive effect on employee performance.
- H2 = Process control has a significant positive effect on employee performance.
- H3 = Normative control has a significant positive effect on employee performance.
- H4 = Control output has a significant positive effect on Organizational Citizenship Behavior (OCB).
- H5 = Control process has a significant positive effect on Organizational Citizenship Behavior (OCB).
- H6 = Normative Control has a significant positive effect on Organizational Citizenship Behavior (OCB).
- H7 = Control output has a significant positive effect on trust.
- H8 = The control process has a significant positive effect on trust.
- H9 = Normative control has a significant positive effect on trust.
- H10 = Trust has a significant positive effect on employee performance.
- H11 = Trust has a significant positive effect on Organizational Citizenship Behavior (OCB).

III. Result and Discussion

Table 1. Data Characteristics of Respondents

Description	Criteria	Frequency	Percentage
Sex	Laki – laki	37	28,5%
	Perempuan	93	71,5%
Sum		130	100,0%

Age	18 - 22 tahun	66	50,8%
	23 - 27 tahun	49	37,7%
	27 - 35 tahun	14	10,7%
	>35 tahun	1	0,8%
Total		130	100,0%
Last Education	Senior High School	50	38,5%
	Diploma	7	5,4%
	Bachelor	60	46,1%
	Magister	13	10,0%
Total		130	100,0%
Position Level	Top Management	8	6,2%
	Senior Management	22	16,9%
	Junior Management	43	33,1%
	Nonmanagement	57	43,8%
Total		130	100,0%
Working Hour	30 jam per minggu	29	22,3%
	<30 jam per minggu	12	9,2%
	>30 jam per minggu	89	68,5%
Total		130	100,0%

Source: Data primary processed (2021)

There were 22 outliers in the 152 total data obtained for this study, leaving 130 data for further analysis. Table 1 shows that 93 respondents, or 71.5% of the banking employees, are female. Only 37 respondents, or 28.5%, are male. The average age of respondents is between 18 and 22 years, with a rate of 50.8%, and respondents aged 35 and older make up a small fraction of respondents (0.8%). Undergraduate education accounts for 46.1% of total schooling, while SMA/SMK education makes up 38.5%. At the position level, the rate of non-management responders was at most 43.8%, while the top management position was at least 6.2%. The longest respondent works >30 hours per week with a percentage of 68.5%, and the shortest respondent works 30 hours per week with a ratio of 9.2%.

Table 2. Descriptive Statistical Test Results

Variabel	N	Min	Maks	Rata-rata	Standar Deviasi
Output Kontrol	130	3,00	5,00	4,38	0,528
Proses Kontrol	130	2,75	5,00	4,28	0,571
Normatif Kontrol	130	3,00	5,00	4,09	0,661
Kepercayaan Organisasi	130	3,00	5,00	4,22	0,548
Kinerja Karyawan	130	3,00	5,00	4,32	0,564
OCB	130	3,00	5,00	4,18	0,555

Source: Data primary processed (2021)

Table 2 displays the outcomes of statistical tests conducted on each variable under investigation. The average value of 4.38 in the statistical output tests demonstrates how output control can help identify whether organizational objectives are suitable and how well employees perform. Output control enables employees to manage work operations by work procedures and complete tasks more quickly. The control process average result is

4.28, indicating that the control process can influence employee task performance and help decrease errors. The normative control average is 4.09, meaning that every command directed at a specific person can be obeyed, carried out, and followed. According to statistical analysis, organizational trust has an average score of 4.22, which means it is loyal, supporting, and caring toward its workforce. Employees put more effort into their work when they believe they can rely on the organization's expectations for the task. The average score for employee performance is 4.32, demonstrating that people can deliver substantial performance compared to business objectives. The average score for organizational citizenship behavior (OCB) is 4.18, showing that OCBs are more inclined to perform tasks unrelated to their regular activities.

Table 3. t test results

Variabel	Unstandardized Coefficients	Sig.	Conclusion
Output Kontrol	0,517	0,000	Signifikan
Proses Kontrol	0,269	0,000	Signifikan
Normatif Kontrol	0,205	0,005	Signifikan

Source: Data primary processed (2021)

Dependen: Employee Performance

Variabel	Unstandardized Coefficients	Sig.	Conclusion
Output Kontrol	0,650	0,000	Signifikan
Proses Kontrol	0,106	0,279	Tidak Signifikan
Normatif Kontrol	0,326	0,001	Signifikan

Source: Data primary processed (2021)

Dependen: OCB

Variabel	Unstandardized Coefficients	Sig.	Conclusion
Output Kontrol	1,300	0,000	Signifikan
Proses Kontrol	0,818	0,000	Signifikan
Normatif Kontrol	0,427	0,007	Signifikan

Source: Data primary processed (2021)

Dependen: Kepercayaan Organisasi

Variabel	Unstandardized Coefficients	Sig.	Conclusion
Kepercayaan Organisasi	0,314	0,000	Signifikan

Source: Data primary processed (2021)

Dependen: Kinerja Karyawan

Variabel	Unstandardized Coefficients	Sig.	Conclusion
Kepercayaan Organisasi	0,353	0,000	Signifikan

Sumber: Data primer diolah (2021).

Dependen: OCB

3.1 Effect of Control Output on Employee Performance

The control output substantially raises employee performance, according to the hypothesis test. The output control can aid the formulation of clear organizational goals. Company control systems enable employees to influence behavior according to The performance of the workforce increases as the company's goal is raised. The facility becomes overburdened when work arrives before it can be appreciated. The facility is less loaded and more likely to run out of work when a piece is delivered later than work already in process. Utilizing the output control technique, it is possible to manage staff operations by work procedures (Verburg *et al.*, 2018).

3.2 Effect of Control Process on Employee Performance

Employee performance dramatically improves when the control process hypothesis is tested. Verburg *et al.* (2018)), in their research, if it is considered professional and valuable, then this can certainly help, especially in terms of employee support. The control process leads to employee behavior, that is, how to do work, and relates to formal Human Resources (HR) procedures. It establishes how employees should do work and how compliance with procedures must be monitored and is either sanctioned or rewarded (Weibel *et al.*, 2006). Process control aids in lowering errors, which directly impacts how well employees accomplish their tasks.

3.3 The Effect of Normative Control on Employee Performance

The findings of the normative control hypothesis test have a significant beneficial impact on worker performance. Normative controls are controls that regulate employee actions, usually starting from top management and then being implemented at the middle and lower management levels (Khakwani *et al.*, 2012). Normative is an order that is spoken or written, given to ensure that all recipients of the order comply, carry out, and follow it (Sihag & Rijdsdijk, 2019). This is more effective so that the relationship between employees and controllers is closer and employees will more easily understand the procedures presented (Aulakh & Gencturk, 2000).

3.4 Effect of Control Output on Organizational Citizenship Behavior (OCB)

The following hypothesis test reveals that the control output considerably raises organizational citizenship behavior (OCB). Employees can choose better methods, alter their behavior on the job, fix flawed processes, and eliminate duplicate or unneeded work with the help of output-based technologies, which provide them the room they need (Chiaburu & Baker, 2006). Job control, measured as the extent to which employees can influence methods of doing work, is positively related to creative and proactive behavior (Ohly, Sonnentag, & Plunkke, 2006).

3.5 Process of Control's Impact on Organizational Citizenship Behavior (OCB)

Results from the control process hypothesis test had no discernible impact on organizational citizenship behavior (OCB). Employees focus on particular task behaviors and pay less attention to behaviors that make up OCB while giving feedback or raising concerns with supervisors about goals and potential changes to the work (Wright *et al.*, 1993). There is no direct connection between the relationship between superiors and employees and the evaluation component of the process; therefore, there is no need to put employees in a position where they feel compelled to show kindness or concern through situational performance (Findley *et al.*, 2000).

3.6 Organizational Citizenship Behavior and Normative Control (OCB)

Organizational Citizenship Behavior (OCB) has a strong beneficial effect, according to the normative control hypothesis test results. Through the control of intergroup goals, normative power encourages people. Normative control uses an organization's behavioral standards and core principles to direct people's conduct. For a relationship to be successful, normative standards consider all parties' social contracts (Herren, 2014). Employees are more likely to put out extra effort to improve organizational outcomes when engaged in meaningful work since it has a substantial motivating effect (Singh & Singh, 2019).

3.7 Effect of Control Output on Organizational Trust

The results of the control output hypothesis test indicate that there is a significant positive effect on organizational trust. The control output can increase innovation associated with performance (Cardinal, 2001). Control output positively influences corporate confidence in goals, measurement of goal achievement, and rewards where the organization can provide clarity and increase employee confidence in its ability to fulfill its promises and good intentions. The practice of output control gives essential feedback to employees, strengthening employee confidence that the organization is able and willing to support learning and adjusting efforts to maximize effectiveness at work (Verburg *et al.*, 2018).

3.8 Effect of Control Process on Organizational Trust

The results of the control process hypothesis test show that there is a significant positive effect on organizational trust. Process control is appropriate if the rules are clear. Process control on employees must be responsible and apply rules in such a way as to prevent arbitrariness, but at the same time, employees must exercise a sense of proportion and power of judgment. The challenge for managers is to balance the need for process control to ensure equity and impartiality while at the same time implementing control mechanisms that further adapt to changing environments and difficult tasks (Frey *et al.*, 2013).

3.9 The Effect of Normative Control on Organizational Trust

The results of the normative control hypothesis test showed a significant positive effect on the trust organization. The organization as a whole is very trustworthy but there are some individuals working within it who abuse the values and standards according to the needs of the employees themselves. Organizations can be trusted because they are open and communicative with individuals who abuse these values (Weibel *et al.*, 2006). Normative control has an effect on trust, where there is a measurement of team member behavior and an emphasis on explaining how to do something, behavior, and individual actions, so as to increase trust (Middleton & Nowell, 2018).

3.10 Employee performance significantly has a beneficial impact.

According to the organizational trust hypothesis test results. Employee behavior affects workplace trust, which affects business performance. Employees' levels of opportunistic conduct might be influenced by their bosses' perceptions of honesty and fairness toward them, or vice versa. Therefore, an employee's performance may be impacted by their level of manager confidence. When workers believe they can rely on the implicit expectations of the business, they perform their jobs more effectively. Employees are more inclined to improve their performance at work when they believe that their employer is reliable, friendly, and trustworthy (Thomas, 2016).

Organizational citizenship behavior was significantly improved by tests of the corporate trust hypothesis (OCB). Have faith in employees' judgment when they decide what is best for themselves or their coworkers. Businesses with higher levels of trust are more adaptable and creative than those with lower levels, which can harm the company in many ways, including lower transaction costs and productivity (Singh & Srivastava, 2016).

Table 4. Results of the Coefficient of Determination

Model	Coefficient Determination (<i>Adjusted R²</i>)
Model 1	0,531
Model 2	0,403
Model 3	0,620
Model 4	0,579
Model 5	0,481

Source: Primary data is processed (2020)

The results of Table 4 for testing the determination variable show that model 3, which depends on organizational trust and independent control variables output, process control, and normative control, has the highest Adjusted R square value of 0.620 and can explain the dependent variable by 62%, with the remaining 38% explained by other variables not included in the model.

IV. Conclusion

This study intends to investigate and describe the impact of output control, process control, normative control, and trust on worker performance and OCB. The results of the control output test have a very positive effect on employee performance since, as the company's goals are met, so is the employee's performance. Because the control process is regarded as professional and helpful, it can undoubtedly be beneficial, particularly in terms of supporting employees. The test findings have a significant impact on employee performance. Process control helps employees by lowering errors, which directly impacts task performance. The normative control test findings significantly improve employee performance. Normative power becomes more efficient, improving the link between staff and the control system and facilitating staff comprehension of the procedures. Systems of organizational control Control outputs have a significant positive impact on OCB because they give employees the freedom to take control of their behavior by selecting better procedures, altering how work is done, fixing flawed processes, and eliminating unnecessary activities—or not required. The behavior connected with taking control will be less likely than voting if the environment does not support it, according to the results of testing the control process for OCB related to predicting decisions to express specific difficulties. As a result, the control procedure has no discernible impact on OCB. The findings of the normative control test have a significant favorable influence on OCB, and the value of meaningful work is so substantial that it motivates workers to put out extra effort in the most efficient manner to affect organizational outcomes positively.

The trust significantly benefits the performance of employees and OCB. Employee behavior, which impacts business performance, is influenced by workplace trust. They have the confidence of their employees to be honest, and fair with them. As a result,

individuals behave more favorably towards the organization, performing organizational tasks with higher levels of trust, adaptability, and inventiveness as opposed to low levels of faith, which can harm the firm in many ways, including lower transaction fees.

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