

The Effect of Intensity of Work Conflicts and Levels of Work Stress on Employee Performance

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ABSTRACT

This research focuses on issues that often arise in the work environment, namely the intensity of work conflicts and the level of work stress, which can affect employee performance. High work conflicts and poorly managed stress can lead to decreased productivity and employee job satisfaction. The purpose of this study is to analyze the influence of work conflict intensity and work stress level on employee performance. This research aims to provide a better understanding of how conflict and stress can affect performance, as well as provide recommendations for companies in managing conflict and stress in the workplace to improve employee performance. The research method used is a quantitative method with a survey approach. Data is collected through questionnaires that are shared with employees. Data analysis was carried out using multiple linear regression to determine the influence of independent variables (intensity of work conflicts and levels of work stress) on dependent variables (employee performance). The results showed that neither the intensity of work conflicts nor the level of work stress had a significant effect on employee performance. High intensity of work conflicts is negatively related to employee performance, while high levels of work stress are also negatively related to employee performance. These findings underscore the importance of managing conflict and stress in the workplace to maintain and improve employee performance.

Keywords: Work Conflict, Work Stress Level, Employee Performance, Conflict Management, Stress Management

INTRODUCTION

In an increasingly competitive and dynamic world of work, employee performance is a crucial factor that determines the success of an organization. Optimal employee performance is essential to the success of an organization. It depends not only on the individual's abilities and skills, but also on various external factors that affect the work environment. Individual abilities and skills are indeed an important foundation, because without adequate abilities, employees will not be able to complete the tasks assigned to them well (Khofifa, et al., 2022). However, individual abilities alone are not enough to guarantee optimal performance. Factors such as motivation, working conditions,

relationships between employees, and support from management also play an important role in determining how well an employee can work.

Support from management, such as providing constructive feedback, providing necessary resources, and creating a positive work atmosphere, is also very important for employee performance. Additionally, good relationships between employees can promote cooperation and collaboration, which will ultimately improve overall performance. Therefore, organizations need to pay attention to and manage these various factors to ensure that employees can achieve optimal performance and make maximum contributions to the success of the organization.

Poorly managed work conflicts often create prolonged tension among employees, which can lead to a decrease in motivation and morale. This tension not only hinders the healthy flow of communication but also lowers employees' ability to collaborate and work together effectively. When employees feel involved in constant conflict, they are likely to experience increased emotional exhaustion and stress, which ultimately reduces their productivity. In the long term, unmanaged conflicts can have a significant negative impact on operational efficiency and overall organizational performance (Loupita, 2023).

Prolonged conflict creates an unhealthy and disharmonious work environment. Employees who feel uncomfortable and stressed at work will show a decrease in the quality of work and creativity. The inability to resolve conflicts can also damage relationships between employees, leading to division and mistrust among team members. This negative work atmosphere often triggers an increase in employee attendance and turnover rates, as well as reducing job satisfaction. Additionally, unresolved conflicts can lead to the escalation of larger issues, such as discrimination, harassment, or even legal action, all of which can damage an organization's reputation and stability.

Work stress is a common phenomenon in many types of organizations and industries. Excessive workload is often the main cause of stress, where employees are required to complete a limited number of tasks in a limited time. Time pressure adds to the psychological burden, causing employees to feel rushed and anxious about their ability to meet deadlines. Additionally, high job demands, such as hard-to-reach targets or unrealistic expectations, can increase stress levels. When employees feel that they do not have enough time or resources to complete their tasks, stress will increase (Rahman, 2023).

Lack of support from superiors or co-workers also plays a significant role. The inability of a boss to provide clear direction, constructive feedback, or emotional support can make employees feel isolated and overwhelmed. Work stress that is not managed properly has serious consequences for employees' physical and mental health. Physically, chronic stress can lead to a variety of health problems such as headaches, indigestion, hypertension, and sleep disturbances. Mentally, stress can lead to anxiety, depression, and emotional exhaustion. This negative impact ultimately affects employee performance. Employees who experience high stress tend to have a high rate of attendance because they often take sick leave or feel unable to work (Hermawan, 2022).

This study aims to analyze the influence of work conflicts and work stress levels on employee performance. By understanding the relationship between these two factors and employee performance, it is hoped that organizations can develop more effective strategies for managing conflict and stress in the workplace. In addition, the results of this study are expected to provide insights for managers and organizational leaders in creating a more conducive work environment, so that employees can achieve optimal performance and organizations can achieve their desired goals.

THEORETICAL BASIS

Employee Performance

Employee performance is the level of effectiveness and efficiency of an employee in completing the tasks and responsibilities given by the organization. This performance includes various aspects, including work quality, work quantity, punctuality, and the ability to work together in a team (Riefky, et, al., 2021). Good employee performance is not only seen from the final results of the work, but also from the work processes carried out to achieve these results. Optimal performance indicates that employees are able to meet or exceed the expectations set by the organization, contribute significantly to the achievement of organizational goals, and are able to adapt to existing changes or challenges (Jayati, 2020).

According to (Cahyadi, et, al., 2021), there are two categories of factors that affect employee satisfaction and performance, motivator factors and hygienic factors. Motivating factors, such as recognition, achievement, responsibility, and the job itself, are factors that motivate employees to perform better and feel satisfied with their jobs.

Meanwhile, hygienic factors, such as working conditions, company policies, relationships with superiors, and salaries, do not directly motivate employees to improve their performance, but dissatisfaction with these factors can lead to decreased performance. If employees believe that their efforts will result in good performance and that that performance will be rewarded with results that are valuable to them, they are likely to show higher performance.

Employee performance appraisals are usually carried out through a systematic evaluation process, such as annual performance appraisals, feedback from superiors, and peer appraisals. This process helps organizations identify employee strengths and weaknesses, provide opportunities for self-development, and determine necessary improvement steps. In addition, performance appraisals also serve as a basis for decision-making related to promotion, compensation, and training (Saputra, et, al., 2022). Thus, a comprehensive understanding of employee performance not only helps to increase individual productivity but also contributes to the overall success of the organization.

Work Conflicts

Work conflict is a condition in which there is disagreement or difference of opinion between individuals or groups in the work environment that can affect organizational performance and dynamics (Putra, 2020). Work conflicts can arise from a variety of sources, including differences in goals, values, interests, or views between employees, as well as unclear roles and responsibilities. Conflicts can also be caused by differences in communication styles, injustice in the distribution of resources, or pressure from management. Although conflict is often perceived as something negative, if managed properly, it can be an opportunity for growth, innovation, and improvement of organizational performance (Liftyawan, et, al., 2020).

Interactionist theory proposes that conflict in organizations is not always negative and can be a source of positive change and innovation. (Santosa & Prayoga, 2021) This theory distinguishes between functional and dysfunctional conflicts. Functional conflicts are conflicts that support group goals and improve performance, while dysfunctional conflicts are conflicts that hinder the achievement of group goals. According to this theory, managers should encourage functional conflict to ensure that new ideas are put forward and discussed, which can increase creativity and problem-solving within the

team. Effective conflict management involves understanding when and how to intervene to ensure that the conflict remains constructive and does not turn dysfunctional.

Effective management of work conflicts is essential for maintaining a healthy and productive work environment. Proactive approaches, such as open communication, the development of conflict resolution skills, and the creation of an inclusive organizational culture, can help reduce the frequency and intensity of conflicts. Additionally, the existence of formal procedures for handling conflicts, such as mediation or arbitration, can help resolve disputes in a constructive manner. When conflicts are well managed, organizations can turn challenges into opportunities for improvement and innovation, strengthen relationships between employees, and increase engagement and job satisfaction (Pertiwi, et, al. 2022).

Work Stress Levels

Work stress levels are a measure of how much pressure or mental burden an employee feels in their work environment. Work stress can arise from a variety of sources, including excessive workload, time pressure, high job demands, lack of support from superiors or co-workers, and interpersonal conflicts. The stress felt by employees can be acute or chronic, depending on the intensity and duration of the causative factors. When stress levels reach a certain point, employees may begin to show signs of fatigue, dissatisfaction, and decreased performance (Irfanudin, 2021).

According to (Fauzan, 2022), work stress levels increase when job demands are high and job control is low. Job demands include workload, time pressure, and task complexity, while job control relates to the extent to which employees feel they have control over how and when their work is done. When employees face high demands but have little control, they are more susceptible to work stress and its negative impacts, such as burnout and decreased performance. On the other hand, if employees have a high level of control despite facing high demands, they can be better at managing stress and maintaining mental well-being.

The impact of high levels of work stress can be very detrimental to both employees and organizations. Individually, excessive stress can lead to physical health problems such as headaches, sleep disturbances, and chronic illnesses, as well as mental health problems such as anxiety and depression (Wati, et, al., 2021). Employees who experience high stress tend to have higher levels of absenteeism, are less motivated, and show

decreased performance. For organizations, high levels of work stress can lead to high turnover, low productivity, and increased health costs.

METHOD

This study uses a quantitative approach with an explanatory research design, which aims to examine the relationship and influence between work conflicts, work stress levels, and employee performance. This approach allows statistical analysis to determine the extent to which these variables affect each other. The population in this study is employees of PT. Mitsui Leasing Capital Indonesia has 1,125 employees. The sampling technique used is random sampling, so the number of samples from this study is 100 employees.

The data obtained from the questionnaire will be analyzed using statistical software. Multiple regression analysis will be used to test the effect of work conflicts and work stress levels on employee performance. The results of the data analysis will be interpreted to explain the influence of work conflicts and work stress levels on employee performance. This study will discuss the implications for management and strategies to reduce conflict and work stress, as well as how they can improve employee performance.

RESULT

The Effect of Work Conflict on Employee Performance

Based on the results of the study, it is known that the significance value of the Work Conflict variable is 0.947. This value is greater than 0.05 ($\alpha = 0.05$), which indicates that the Work Conflict variable has no significant influence on Employee Performance. The t-count value for the Work Conflict variable is 0.045, which is smaller than the t-table of 1.674. It also shows that the Work Conflict variable does not have a significant effect on Employee Performance. The coefficient of determination (R^2) of 0.205 indicates that 20.5% of the variation in Employee Performance can be explained by the Work Conflict variable. This means that Work Conflicts contribute 20.5% to Employee Performance. In contrast, the remaining 79.5% of the variation in Employee Performance was influenced by other variables that were not studied in this study.

This study shows that work conflicts do not have a significant impact on employee performance in the context studied. This may be due to several factors, such as managerial

methods or conflict resolution strategies that have been well implemented in the organization. Work conflicts may be faced with effective methods so that they do not significantly affect employee performance, or the conflicts may be minor and do not have a major impact on work results. The results showed that work conflicts did not have a significant effect on employee performance in this study, with a relatively small contribution (20.5%). This indicates that although work conflicts can affect performance, the influence may not be significant or there are other factors that are more dominant in influencing employee performance. More research is needed to identify and understand other factors that contribute to employee performance.

The Effect of Work Stress Levels on Employee Performance

Based on the results of the study, it is known that the significance value for the variable Occupational Stress Level is 0.001, which is smaller than 0.05 ($\alpha = 0.05$). This shows that the Work Stress Level variable has a significant influence on Employee Performance. The t-count value is 3.914, which is greater than the t-table of 1.674. It also shows that the variable of Work Stress Level has a significant effect on Employee Performance. The coefficient of determination (R^2) of 0.229 shows that 22.9% variation in Employee Performance can be explained by the variable Work Stress Level. This means that the Work Stress Level has a contribution of 22.9% to Employee Performance. The remaining 77.1% of the variation in Employee Performance was influenced by other variables that were not studied in this study.

This study shows that the Level of Work Stress has a negative and significant influence on Employee Performance. This means that the higher the level of work stress, the lower the employee's performance. High stress can affect employees' concentration, productivity, and job satisfaction, which ultimately impacts their performance. Work stress can lead to various problems such as burnout, decreased motivation, and poor mental health, which in turn reduces the effectiveness of employees in carrying out their tasks. The results of the study show that the level of work stress has a negative and significant influence on Employee Performance, with a contribution of 22.9%. This indicates that work stress plays an important role in influencing employee performance, but there are still many other variables that also contribute to performance variation. Additional research is needed to explore and understand other factors that can affect employee performance more thoroughly.

The Effect of Work Conflict and Work Stress Level on Employee Performance

Based on the results of the study, it is known that the significance value for the model involving the variables of Work Conflict and Work Stress Level is 0.930, which is greater than 0.05 ($\alpha = 0.05$). This shows that simultaneously, the variables of Work Conflict and Work Stress Level do not have a significant influence on Employee Performance. The F-count value is 0.073, which is smaller than the F-table of 3.354. This shows that the regression model involving both variables cannot explain the variation in Employee Performance well. The coefficient of determination (R^2) of 0.354 shows that 35.4% of the variation in Employee Performance can be explained by the variables of Work Conflict and Work Stress Level simultaneously. This means that the combination of these two variables has a contribution of 35.4% to Employee Performance. The remaining 64.6% of the variation in Employee Performance was influenced by other variables that were not included in this research model.

The study shows that although individually Work Conflict and Job Stress Levels may affect Employee Performance, the combination of the two does not have a significant effect simultaneously. This may be due to the complex interaction between the two variables or due to the existence of other variables that affect Employee Performance that are not covered in this research model. There are moderation or mediation factors that affect how Work Conflicts and Work Stress Levels interact and have an impact on Employee Performance. For example, good managerial strategies in managing stress and conflict can reduce their negative impact on performance.

CONCLUSION

Based on the results of the study, it can be concluded that Work Conflict and Work Stress Level have varying influences on Employee Performance. Partially, the Work Stress Level showed a negative and significant influence on Employee Performance, with a contribution of 22.9%. This indicates that increased work stress can significantly reduce employee performance. In contrast, Work Conflicts did not show an individually significant influence on Employee Performance, with significance values and t-counts not supporting a significant influence.

However, when considering these two variables simultaneously, the results show that neither Work Conflict nor Work Stress Level have a significant influence on

Employee Performance together. A high significance value and a low F-count indicate that the combination of these two variables is not able to explain the variation in Employee Performance significantly, with a combined contribution of 35.4%. This means that while each variable can affect performance individually, the combination of the two does not have a significant impact.

The results of this study also show that there are other factors that contribute more to Employee Performance, which are not included in this research model. With a contribution of 64.6% from other variables, further research is needed to explore additional factors that may significantly affect performance. This includes variables such as job satisfaction, motivation, and managerial support, which may play a more dominant role in determining Employee Performance.

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