International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Work Conflict and Work Stress:Effects on Employee Performance at PT Telkom STO Parepare

Ruslan Abdullah[1], Irawati Nur*[2], Megawati Beddu[3], Arfandy Dinsar[4], Anita[5]

[1,2,3,4,5] Fakultas Bisnis, Institut Ilmu Sosial dan Bisnis Andi Sapada

Corresponding Email: irawatinur77@gmail.com[2]

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Abstract

This research aims to determine whether work conflict and stress partially and simultaneously influence the performance of employees at PT Telkom STO Parepare. The sampling method used in this research is saturated sampling with a total of 35 samples. The analysis method used in this study is multiple linear regression analysis. The results of this study indicate that, partially, the Work Conflict variable (X_1) shows a t-value > t-table value, namely 2.960 > 2.034, with a significance value of 0.006 < 0.05. This proves that the work conflict variable has a significant influence on employee performance. Meanwhile, the Work Stress variable (X_2) also shows a t-value > t-table value, namely 2.281 > 2.034, with a significance value of 0.029 < 0.05. This indicates that the work stress variable has a significant influence on employee performance. Furthermore, the F-test shows that Work Conflict and Work Stress have a significant simultaneous influence on employee performance (Y), with an F-value of 50.606 > F-table value of 4.14, and a significance level of 0.000 < 0.05. Based on the results of this study, it can be concluded that there is a significant partial and simultaneous influence between work conflict and work stress on employee performance at PT Telkom STO Parepare.

Keywords: *Work Conflict, Work Stress, Employee Performance*

INTRODUCTION

The development of the globalization era, marked by advances in technology and global mobility, has drastically changed the conditions of the working world. Increasingly fierce competition demands workers to continuously learn and adapt. Therefore, human

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resource management becomes the key to success for organizations such as PT Telkom STO Parepare. By having quality human resources who are able to adapt, the organization can face the challenges of globalization and achieve its business objectives.

Human Resources (HR) are the foundation for an organization to operate and greatly influence the performance and progress of the company. However, employees are often overlooked as valuable assets, even though they are crucial assets. Each employee has unique characteristics and abilities, making them irreplaceable assets. Therefore, it is important to maintain and develop employees to improve company outcomes.

Angka and Sulawati (2022) stated that Human Resources (HR) are among the most important elements and cannot be separated from an organization, whether it is an institution or a company. HR is also the key determinant of a company's development; essentially, HR refers to people who work in an organization as movers, thinkers, and planners to achieve the organization's goals.

PT Telkom STO Parepare is one of Telkom's work units operating in the Parepare region and its surroundings, with the main responsibility of providing telecommunication services. The performance of PT Telkom STO Parepare employees is crucial to ensure the smooth delivery and quality of services provided to customers.

Conflict and work stress are two major factors that can disrupt the performance of PT Telkom STO Parepare employees. High work stress, as explained by Wirawan (2016), can be caused by various factors such as job demands, lack of social support, and continuous pressure. This may result in decreased productivity, quality of work, and even employee absenteeism. Tommy (2010:15) stated that work conflict is a clash between one person and another or a mismatch of conditions perceived by employees due to communication barriers, differences in goals and attitudes, and interdependence of work activities (Maulina, 2019).

In addition to conflict, work stress is also one of the factors that can influence employee performance. High levels of work stress can have a negative impact on employee performance. Excessive job demands, lack of social support, and continuous pressure can cause high work stress. According to Anwar Prabu Mangkunegara (2003:93), work stress is a feeling of pressure or being pressured experienced by employees in facing their work (Dinsar, 2021).

Nur (2021) stated that employee performance is the result or overall level of success of an individual during a certain period in carrying out tasks compared with various possibilities, such as work standards or performance targets. Individual

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performance is behavior or actions relevant to organizational goals. Conflict and work stress can lead to decreased productivity, lower quality of work, increased absenteeism, and the potential for employee turnover. This can harm companies both financially and non-financially. Every company expects maximum employee performance because it directly impacts the success and growth of the company. Therefore, employee performance needs to be given attention by understanding the factors that influence it, including conflict and work stress.

The role of human resources, namely employees as a source of labor in an organizational unit, is highly needed to produce quality products, whether goods or services. Observing the phenomena that occurred at PT Telkom STO Parepare in the CCAN (Corporate Customer Access Network) and WAN (Wholesale Access Network) units before conducting the research, conflicts that often arise among workers in these units include differences of opinion in carrying out tasks, unclear distribution of responsibilities, as well as internal conflicts arising from doubts about their own abilities. In addition, employees in these units often experience work stress due to heavy workloads and pressure to achieve high targets.

THEORETICAL REVIEW

Work Conflict

According to Newstrom and Davis, conflict is a legacy of social life that may occur under various circumstances as a result of the emergence of disagreement, controversy, and opposition between two or more parties on an ongoing basis (Sandora and Adiputra, 2021).

Etymologically, conflict (conflict) comes from the Latin word *configere*, which means to strike together. According to Antonius et al. in (Mulyawati, 2021), conflict is an action by one party that results in obstructing, hindering, or disturbing another party, which can occur between community groups or in interpersonal relationships.

According to Rivai (2016:999), the indicators of work conflict are as follows:

1. Intrapersonal conflict generally occurs when someone faces contradictory goals.
2. Interpersonal conflict is generally triggered by differences regarding a problem and an objective, where the outcome and joint decision are considered highly decisive.
3. Group conflict can be affective or substantive. Affective conflict arises from emotional responses to certain situations, while substantive conflict occurs due to differences in expertise backgrounds.

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4. Intergroup conflict generally occurs because each group prioritizes its own interests or objectives too much.

Work Stress

Pandji Anoraga (2001) stated that work stress is a form of individual response, both physically and mentally, to environmental changes that are perceived as disturbing and threatening to their existence. This condition can affect their well-being and performance in the workplace (Suparman, 2017).

Mangkunegara (2005) stated that work stress is a feeling of pressure or being pressured experienced by employees in facing their jobs. Work stress can cause unstable emotions, restlessness, withdrawal, difficulty sleeping, excessive smoking, inability to relax, anxiety, tension, nervousness, increased blood pressure, and digestive disorders.

Today's life with intense competition can cause people to experience stress. There are four factors that influence work stress, as explained by Mulyapradana, Anjarini, and Harnoto (2020:28), namely:

1. Worry, which is a feeling of anxiety about something that has not happened, arising from uncertainty in the work environment.
2. Restlessness, which refers to feelings of discomfort when performing tasks with high risk.
3. Pressure, which refers to the level of stress experienced by workers when carrying out their tasks, often caused by the characteristics of the work itself.
4. Frustration, which refers to feelings of disappointment when experiencing failure in carrying out tasks, which then leads to dissatisfaction.

Employee Performance

Performance essentially reflects behavior manifested by each individual as a work achievement in accordance with their role in a company. To achieve optimal performance of an employee within an organization, it is important to provide the necessary support and facilities to accomplish their tasks. The term "performance" itself often refers to Job Performance or Actual Performance, which describes the actual work achievements produced by an individual.

Employee performance refers to the work results achieved by an individual or group of people in accordance with their authority or responsibilities during a certain period. Employee performance evaluation is a key aspect in increasing motivation in the workplace. Such evaluation should provide an accurate picture of work achievements.

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This process also supports the creation of a transparent and development-oriented work environment.

According to Kusriyanto in Mangkunegara (2005:9), performance is defined as the comparison between the results obtained and the efforts made within a certain unit of time, usually per hour. Meanwhile, according to Gomes in Mangkunegara (2005:9), employee performance can be defined as "the work results, efficiency, and effectiveness that are often associated with productivity."

Zaputri et al. (2013) stated that employee performance can be measured by the following indicators:

1. Work Quantity: The amount of work completed.
2. Work Quality: The standard of organizational activity implementation processes.
3. Timeliness of Work Completion: Meeting the time required or expected in carrying out activities.

METHOD

The method applied in this study is a quantitative method with a survey (questionnaire) approach. Data were collected through questionnaires distributed to employees of PT Telkom STO Parepare to determine the effect of conflict and work stress on employee performance. The population in this study consisted of 35 employees. The sample used was a saturated sample, in which all members of the population were included as the sample (Sugiyono, 2019). Data analysis included descriptive analysis, validity test, reliability test, multiple linear regression analysis, t-test, F-test, and coefficient of determination test to identify the influence and relationship between each of the variables studied.

RESULTS AND ANALYSIS

Respondent Characteristics

Table 1. Respondents' Gender

No.	Gender	Respondents' Answers	
		People	Percentage (%)
1.	Male	26	74,3
2.	Female	9	25,7
Total		35	100

Source: PT Telkom STO Parepare (2024)

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From the table above, the characteristics of respondents based on gender show that out of 35 respondents who became the sample in this study, the most dominant gender is male, totaling 26 people with a percentage of 74.3%, while the lowest is female, totaling 9 people with a percentage of 25.7%.

Table 2. Respondents' Position

No.	Gender	Respondents' Answers	
		People	Percentage (%)
1.	SM	1	2,9
2.	TL	5	14,3
3.	Teknisi	16	45,7
4.	HD	5	14,3
5.	EOS	4	11,4
6.	Admin	4	11,4
Total		35	100

Source: *PT. Telkom STO Parepare (2024)*

Based on Table 6 above, it can be seen that among the 35 employee respondents at PT Telkom STO Parepare, the most dominant position is Technician, with a total of 16 people (45.7%), while the lowest positions are EOS and Admin, each with 4 people (11.4%).

. Table 3. Respondents' Age

No.	Gender	Respondents' Answers	
		People	Percentage (%)
1.	<20	1	2,9
2.	21-30	30	85,7
3.	31-40	4	11,4
4.	>40	-	0
Total		35	100

Source: *: PT. Telkom STO Parepare (2024)*

Based on the data above regarding respondents' age, out of the 35 respondents who became the sample in this study, the most dominant age group is 21–30 years, with

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a total of 30 people (85.7%), while the lowest is those under 20 years old, with only 1 person (2.9%).

Table 4. Respondents' Latest Education

No.	Gender	Respondents' Answers	
		People	Percentage (%)
1.	SMA	5	14,3
2.	SMK	2	5,7
3.	Diploma 3	1	2,9
4.	Strata 1	27	77,1
Total		35	100

Source: *: PT. Telkom STO Parepare (2024)*

Based on the table above, it can be seen that the respondents' level of latest education at PT Telkom STO Parepare in the CCAN and WAN units is predominantly Bachelor's degree (Strata 1), with a total of 27 people (77.1%), while the lowest is Diploma 3, with only 1 person (2.9%).

DATA ANALYSIS

Validity Test

The validity test is used to measure whether or not a variable in the questionnaire given to respondents is valid. The validity test is indicated by comparing the *r*-calculated value (*r*_{hitung}) and the *r*-table value (*r*_{tabel}). Based on the number of respondents, which is 35, the degrees of freedom (df) = (N – 2) = 35 – 2 = 33, resulting in a value of 0.3338. The decision-making criteria in this validity test are as follows:

a. If the *r*-calculated value > *r*-table value, then the statement is declared valid.
b. If the *r*-calculated value < *r*-table value, then the statement is declared invalid.

Table 5. Validity Test Results

Item Number	r-calculated	r-table	Description
X1.1	0,707	0,3338	Valid
X1.2	0,646	0,3338	Valid
X1.3	0,663	0,3338	Valid

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X1.4	0,801	0,3338	Valid
X2.1	0,673	0,3338	Valid
X2.2	0,759	0,3338	Valid
X2.3	0,779	0,3338	Valid
X2.4	0,737	0,3338	Valid
Y1	0,882	0,3338	Valid
Y2	0,847	0,3338	Valid
Y3	0,837	0,3338	Valid

Source: *: SPSS versi 23 (2024)*

Based on the table above, the results of the validity test on the statement items of all variables show that the *r*-calculated value > 0.3338 (*r*-table). Thus, it can be concluded that all statement items above are declared valid and can be used in the subsequent research.

Reliability Test

The results of the reliability test were carried out using Cronbach's Alpha with the help of the SPSS version 23 application. This test is used to measure whether a questionnaire can be considered reliable if a person's responses to the statements are consistent or stable over time. A variable is considered reliable if it has a Cronbach's Alpha > 0.60. The results of the reliability test regarding conflict, work stress, and employee performance can be seen in the table below:

Table 6. Reliability Test Results

Variable	Cronbach Alpha	Description
Work Conflict (X_1)	0,662	Reliabel
Work Stress (X_2)	0,717	Reliabel
Employee Performance (Y)	0,812	Reliabel

Source: *: SPSS versi 23 (2024)*

The results of the reliability test in the table show that all variables have a Cronbach's Alpha coefficient value > 0.60, so it can be concluded that the questionnaire

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items are reliable, which means the questionnaire is appropriate to be used in the research.

Multiple Linear Regression

Multiple linear regression is used to measure the extent of the influence of Work Conflict and Work Stress on Employee Performance at PT Telkom STO Parepare. The details can be seen in the table below:

Table 7. Multiple Linear Regression Test Results

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.586	.481		-1.217	.233
Work Conflict	.662	.224	.510	2.960	.006
Work Stress	.471	.206	.393	2.281	.029
a. Dependent Variable: Kinerja Karyawan					

Source: *: SPSS versi 23 (2024)*

Based on the table above, the results of the multiple linear regression test in the "B" column produce the following research model:

$$Y = -0.586 + 0.662X1 + 0.471X2$$

The multiple linear regression equation above shows the relationship between the independent variables and the dependent variable partially. From this, the explanation can be described as follows:

a. The constant value (-0.586) indicates that if there is work conflict and work stress, the average employee performance is -0.586. This value does not have a significant direct meaning because employee performance cannot be negative.
b. The coefficient value of work conflict (0.662) indicates that if work conflict increases by one level, the average employee performance will increase by 0.662. This coefficient value is positive and significant, which means that work conflict has a significant positive effect on employee performance.
c. The coefficient value of work stress (0.471) indicates that if work stress increases by one level, the average employee performance will increase by 0.471. This

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coefficient value is positive and significant, which means that work stress has a significant positive effect on employee performance.

t-Test (Partial Test)

The t-test aims to examine whether there is a partial effect of the independent variables on the dependent variable. This test can be conducted if the calculated *t* value (*tcount*) > *ttable*, which means the variable has an effect, and if the significance value (*Sig.*) < 0.05, which means the variable has an effect. The results of the t-test can be seen in the following table:

Table 8. t-Test Results

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.586	.481		-1.217	.233
Work Conflict	.662	.224	.510	2.960	.006
Work Stress	.471	.206	.393	2.281	.029
a. Dependent Variable: Employee Performance					

Source: *: SPSS versi 23 (2024)*

Based on the table above, the t-test results for work conflict and work stress show their partial effects on employee performance as follows:

a. The coefficient of work conflict shows that *tcount* > *ttable*, i.e., 2.960 > 2.034, while the significance value is 0.006 < 0.05. This indicates that the work conflict variable has a significant effect on employee performance at PT Telkom STO Parepare.
b. The coefficient of work stress shows that *tcount* > *ttable*, i.e., 2.281 > 2.034, while the significance value is 0.029 < 0.05. This indicates that the work stress variable has a significant effect on employee performance at PT Telkom STO Parepare.

F-Test (Simultaneous Test)

This test is used to determine whether the independent variables collectively affect the dependent variable. The test is conducted by comparing the *Fcount* value with the *Ftable* value. If *Fcount* > *Ftable*, the independent variables simultaneously have a

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significant effect on the dependent variable. Therefore, the F-test is carried out to see the extent to which work conflict and work stress together affect employee performance at PT Telkom STO Parepare. The results of the simultaneous test are presented in the following table:

Table 9. F-Test Results

ANOVA[a]						
Model		Sum of Squares	Df	Maen Square	F	Sig.
1	Regression	14.245	2	7.123	50.606	.000[b]
	Residual	4.504	32	.141		
	Total	18.749	34			
a. Dependent Variable: Employee Performance b. Predictors: (Constant), Work Stress, Work Conflict						

Source: *: SPSS versi 23 (2024)*

Based on the results of the tests conducted above, the *Fcount* value obtained is 50.606 > *Ftable* 4.14, with a significance value of 0.000 < 0.05. This indicates that work conflict and work stress simultaneously have a direct effect on employee performance. Therefore, it can be concluded that work conflict and work stress together have a significant effect on employee performance at PT Telkom STO Parepare.

Coefficient of Determination (R^2)

This test aims to measure the extent to which the independent variables, namely work conflict and work stress, affect the dependent variable, which is employee performance. The results of the coefficient of determination are presented below:

Table 10. Coefficient of Determination (R^2) Test Results

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.872[a]	.760	.745	.375
a. Predictors: (Constant), Work Stress, Work Conflict				

Source: *: SPSS versi 23 (2024)*

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Based on the table above, the adjusted coefficient of determination (Adjusted R^2) is 0.745. This indicates that the variables of work conflict and work stress collectively account for 74.5% of the variation in employee performance, while the remaining 25.5% is influenced by other factors not examined in this study. These other factors may include motivation, work environment, leadership style, work-life balance, and other external factors that could potentially impact employee performance.

DISCUSSION

Based on the results of the hypothesis testing conducted, the following discussion focuses on the analysis of the effect of conflict and work stress on employee performance at PT Telkom STO Parepare. The results of this analysis are consistent with the proposed hypotheses and support previous findings. The explanation of the influence of variable X on variable Y, both partially and simultaneously, is as follows:

The results show that the work conflict variable has a significant effect on employee performance at PT Telkom STO Parepare. The test of the influence of work conflict on employee performance can be identified by the *t*-value of 2.960 and the *t*-table value of 2.034 with a significance level of 0.006. Since the *t*-value is greater than the *t*-table and the significance value is less than 0.05, this indicates that work conflict significantly affects employee performance. This means that the higher the level of work conflict, the more likely employee performance is to change significantly.

The results also show that the work stress variable has a significant effect on employee performance at PT Telkom STO Parepare. The test of the influence of work stress on employee performance can be identified by the *t*-value of 2.281 and the *t*-table value of 2.034 with a significance level of 0.029. Since the *t*-value is greater than the *t*-table and the significance value is less than 0.05, it can be concluded that work stress significantly affects employee performance.

The results further show that the variables of conflict and work stress simultaneously have a significant effect on employee performance at PT Telkom STO Parepare. This can be identified by the *F*-value of 50.606, which is greater than the *F*-table value of 4.14, and a significance level of 0.000, which is less than 0.05. Therefore, both conflict and work stress simultaneously influence employee performance at PT Telkom STO Parepare, thus proving the hypothesis.

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E-ISSN : 2964-0865
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CONCLUSION

Based on the results of the study, it can be concluded that work conflict (X1) has a significant effect on employee performance, with a *t*-value of 2.960, which is greater than the *t*-table value of 2.034, and a significance level of 0.006 < 0.05. Likewise, work stress (X2) also shows a significant effect on employee performance, with a *t*-value of 2.281, which is greater than the *t*-table value of 2.034, and a significance level of 0.029 < 0.05. Simultaneously, conflict and work stress significantly affect employee performance at PT Telkom STO Parepare, as indicated by the *F*-value of 50.606, which is greater than the *F*-table value of 4.14, with a significance level of 0.000 < 0.05. In conclusion, both work conflict and work stress have a significant effect on employee performance.

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