



Effect of Work Stress and Work Conflict on Performance of Employees

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ABSTRACT

This research was conducted at the Office of the Deputy Mayor of TebingTinggi City, which aims to determine how the influence of work stress and work conflict on employee performance at the office of the mayor of TebingTinggi. The results of hypothesis testing using multiple regression analysis with two independent variables and one dependent variable indicate that: The proposed H1 states that: Job stress affects employee performance at the TebingTinggi Mayor's Office, from table 4.11 it can be seen if the t-count value is 2.085 or greater than t-table ($\alpha : 5\%$, $df : 76 = 1.665$), besides that the significance value is 0.040 or less than the model significance value of 0.05. Then H1 is accepted, meaning that work stress has an effect on employee performance at the TebingTinggi Mayor's Office. The proposed H2 states that: Work Conflict affects Employee Performance at the TebingTinggi Mayor's Office, from table 4.11 it can be seen if the t-count value is 2.702 or greater than t-table ($\alpha : 5\%$, $df : 76 = 1.665$), In addition, the significance value is 0.009 or less than the model significance value of 0.05. Then H2 is accepted, meaning that Work Conflict affects Employee Performance at the TebingTinggi Mayor's Office. The proposed H3 states that work stress and work conflict simultaneously affect employee performance at the TebingTinggi Mayor's Office. From table 4.12, the calculated F value is 15,624 or greater than the table F value ($\alpha : 5\%$, df numerator : 2 df denominator : 75, F-table: 3.12), in addition to the significance value of 0.000 or less than the model's significance of 0.05, it can be concluded that if H3 is accepted, it means that work stress and work conflict simultaneously affect employee performance at the mayor's office. High cliff.

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1. Introduction

Each agency in carrying out its activities has a goal that must be achieved. To achieve or realize these goals, each agency must be good at choosing strategies, especially human resource planning, which in essence is focused on certain steps taken by management. For the availability of a permanent workforce to occupy the right position and time in order to achieve the goals and various targets set. The most important organization is human resources, namely people who provide energy, talent and government organizations can not be separated from individual performance.

Entering the era of globalization, the absolute need for strong human resources cannot be denied in the face of this new era, organizations or companies will meet an increasingly complex form of competition with variations, intensity and scope that may have never been experienced before, so organizations need people who tough people, who can adapt quickly to any changes that occur, who are able to work in new ways through skills and tasks. To achieve organizational goals effectively, of course, qualified human resources (labor) are needed and in accordance with qualified human resources (labor) in accordance with their fields. Currently, the government in increasing its productivity is carrying out a form of activity, namely the placement of workers or employees who have different levels of competence. Competition in the world of work is increasing, spurring



agencies to continue to improve employee performance so that they can work well and can be useful for both the company and society.

According to Sedarmayanthi (2010:260), explaining performance is a comprehensive management process in which the results can be measured and proven significantly. Wirawan (2009:5) also states that performance is the output obtained from indicators of a job within a certain period. According to Husien (2010: 44), states that: "Stress as a condition of tension that affects emotions, thought processes and conditions of a worker." Work stress must be handled properly because employees who tend to work stress will feel frustrated, emotional and feel uncomfortable at work, so that it can trigger failure in the organization because it can interfere with each other in doing tasks.

2. Theoretical Basis

2.1 Work Stress

Stress is a common thing experienced by every individual caused by factors from within and from outside the man himself. Stress is fluctuating sometimes up sometimes down depending on the working conditions experienced. People who experience stress become nervous and feel chronic worries so that they often become angry, aggressive, unable to relax, or show an uncooperative attitude (Hasibuan, 2014: 204). According to Sedarmayanti (2011: 76) stress is often interpreted as an excess of demands on an individual's ability to meet needs. Problems in the family environment, social activities, work in the office, leisure activities, or those related to other people, can cause excessive burdens.

2.2 Work Conflict

Conflict is a disagreement between at least two people or groups on certain issues or a process in which one party perceives that its interests are being challenged or negatively influenced by another party. Conflict may be war, opportunity, or travel (Scannell, 2010). Ilies et al., (2010) define work conflict as a struggle that states at least two interdependent parties who feel their goals are incompatible, resources are scarce, and interference from other parties in achieving their goals. According to Bao (2016), work conflict is the interaction of interdependent people, feeling disapproval and opposing interests, incompatibility and the possibility of interference, and negative emotions from others.

2.3 Performance

Each agency or company carries out all of its operational activities to achieve the goals it has set, consisting of elements of actors or employees who have duties and responsibilities that must be carried out individually or in groups with the aim of efficiency and optimization of achieving the goals to be achieved. Employees who work greatly affect the performance of an agency, this is because employees are the main driver for every operational activity and play an active role in achieving or not achieving an agency goal. According to Koopmans et al. (2014) performance is a relevant outcome measure based on research in work settings. According to Sedarmayanti (2011: 260), reveals that performance is a translation of performance which means the work of a worker, a management process or an organization as a whole, where the results of the work must be shown concrete and measurable evidence (compared to the standards that have been set). determined). According to Wibowo (2010:7) suggests that performance is about doing work and the results achieved from the work.

3. Research Methods

3.1 Research Location

This research will be conducted at the General Administration and Equipment Section at the TebingTinggi Mayor's Office located on Jalan Dr. Sutomo, No.14 Kel. Rambung, District. City High Cliff.

3.2 Research Time

This research will be carried out from February 2019 until the completion of this research.



3.3 Data Analysis Techniques

a. Instrument Test

1) Validity Test

According to Sugiyono (2009:172) that valid means that the instrument can be used to measure what should be measured. Valid shows the degree of accuracy between data that actually occurs on the object and data that can be collected by researchers. The validity testing criteria can be seen as follows:

- a) If $r_{count} > r_{table}$ then the questionnaire items are valid.
- b) If $r_{count} < r_{table}$ then the questionnaire items are valid.

2) Reliability Test

According to Ghazali (2013: 47), "Reliability is a tool to measure a questionnaire which is an indicator of a variable." A questionnaire is said to be reliable or reliable if a person's answer to a question is consistent or stable from time to time.

The reliability testing criteria can be seen as follows:

- a) If Cronbach's Alpha value > 0.60 then it is reliable.
- b) If the value of Cronbach's Alpha < 0.60 then it is not reliable.

b. Classic assumption test

The classical assumption tests used are: normality, multicollinearity and heteroscedasticity tests which can be explained in detail as follows:

1) Normality Test

According to Ghazali (2013: 160) the normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution.

The criteria in the normality test can be seen as follows:

- a) If the significance level is > 0.05 then the distribution of the regression model is normal.
- b) If the significance level is < 0.05 then the distribution of the regression model is not normal.

2) Multicollinearity Test

Multicollinearity test aims to test whether the regression model found a correlation between independent variables (Independent). The criteria for the Multicollinearity Test are: Detecting the presence of Multicollinearity is by looking at the Tolerance and Variance Inflation factor (VIF). Tolerance measures the selected independent variability that is not explained by other independent variables. So a low Tolerance value is the same as a high VIF value (because $VIF = 1 / \text{Tolerance}$) and indicates a high collinearity. The cut off value that is commonly used to indicate the presence of multicollinearity is the Tolerance value 0.01 or the same as the VIF value 10. (Ghozali, 2009:91).

3) Heteroscedasticity Test

Aims to test whether in a regression there is a similarity of variance from the residue from one observation to another (Ghozali, 2011:139). If the variance is the same then it is called homoscedasticity and if the variance is different it is called heteroscedasticity. One way to approach heteroscedasticity is to look at the scatter plot graph between the predicted value of the dependent variable and the residual.

The criteria in the heteroscedasticity test can be seen as follows:

- a) If there is a certain pattern, such as the dots that are in the form of a certain regular pattern (wavy, widened, then narrowed) then heteroscedasticity has occurred.
- b) If there is a clear pattern, and the points spread above and below O on Y, then there is no heteroscedasticity.

c. Multiple Linear Analysis

According to Sugiyono (2014: 277) that: "Multiple linear regression analysis intends to predict how the situation (up and down) of the dependent variable (criteria), if two or more independent variables as predator factors are manipulated (increase in value). Multiple linear regression analysis is used to determine the direction of the relationship between the independent variable and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases.



4. Discussion

4.1 Descriptive Analysis of Research Variables

a. Work Stress Variable (X1)

The number and percentage of respondents' answers regarding the Work Stress Variable (X1) as presented in Table 1 below:

Table 1.

Description of Respondents' Answer Score Regarding Work Stress Variables (X1)

Statement	Answer				
	SS	S	KS	TS	STS
1. At work, I am always pressed for time to finish the job well	35 (44,9%)	23 (29,5%)	14 (17,9%)	3 (3,8%)	3 (3,8%)
2. Leaders give warnings to employees who are not disciplined.	21 (26,9%)	33 (42,3%)	12 (15,4%)	5 (6,45)	7 (9,0%)
3. I complete the work in accordance with the time or hours that have been determined.	18 (23,1%)	37 (47,4%)	15 (19,2%)	7 (9,0%)	1 (1,3%)
4. I feel tension between me and my co-workers due to personal problems.	10 (12,8%)	15 (19,2%)	28 (35,9%)	15 (19,2%)	10 (12,8%)
5. Communication between departments within the office is well established.	19 (24,4%)	28 (35,9%)	21 (26,9%)	7 (9,0%)	3 (3,8%)

Source: Data processed

Table 1. shows that the average respondents' answers are on the agree and strongly agree scale with the average answer value of 3.659 (high). This shows that from the 5 measurement indicators of Work Stress Variable (X1) it can be concluded that the average Work Stress Variable (X1) is in the high category.

b. Work Conflict Variable (X2)

The number and percentage of respondents' answers regarding the Work Conflict Variable (X2) as presented in Table 2 below:

Table 2.

Description of Respondents' Answer Score Regarding Work Conflict Variables (X2)

Statement	Answer				
	SS	S	KS	TS	STS
1. I feel tired with my job.	22 (28,2%)	34 (43,6%)	21 (26,9%)	1 (1,3%)	-
2. I feel that between me and my co-workers have problems in completing work.	25 (32,1%)	36 (46,2%)	13 (16,7%)	2 (2,6%)	2 (2,6%)
3. I often help colleagues in completing work so that they can achieve the desired goals.	29 (37,2%)	40 (51,3%)	8 (10,3%)	-	1 (1,3%)

Source: Data processed

Table 2. shows that the average respondents' answers are on the agree and strongly agree scale with the average answer value of 4.081 (high). This shows that from the 3 measurement indicators of the Work Conflict Variable (X2) it can be concluded that the average score of the Work Conflict Variable (X2) is in the high category.

c. Employee Performance Variable (Y)

The number and percentage of respondents' answers regarding the Employee Performance Variable (Y) as presented in Table 3 below:

Table 3.
Description of Respondents' Answer Score Regarding Employee Performance Variables (Y)

Statement	Answer				
	SS	S	KS	TS	STS
1. I achieve the work targets set by the office	18 (23,1%)	20 (25,6%)	22 (28,2%)	14 (17,9%)	4 (5,1%)
2. I can complete the work with satisfactory results.	19 (24,4%)	21 (26,9%)	17 (21,8%)	17 (21,8%)	4 (5,1%)
3. I carry out work without procrastination	19 (24,4%)	40 (51,3%)	15 (19,2%)	4 (5,1%)	-

Source: Data processed

Table 3.shows that the average respondents' answers are on the agree and strongly agree scale with the average answer value of 3.607 (high). This shows from 3 indicators of variable measurement. Employee Performance Variable (Y) can be concluded that the average score of Employee Performance Variable (Y) is in the high category.

4.2 Classic assumption test

The tests of classical assumptions with the SPSS 17.00 program carried out in this study include:

a. Normality Test

Normality test aims to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2016:154). Testing the normality of the data can be done using two methods, graphs and statistics. The normality test of the graph method uses a normal probability plot, while the statistical method normality test uses the one sample Kolmogorov Smirnov Test.

Normality test using the graphical method can be seen in the following Fig:

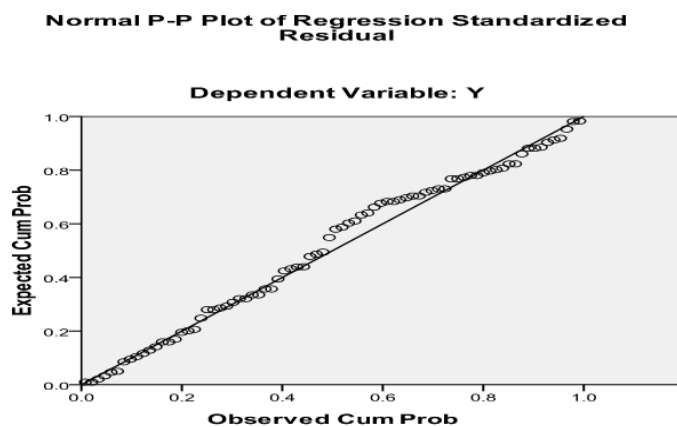


Fig 1 Normal P Plot

Data that is normally distributed will form a straight diagonal line and plotting the residual data will be compared with a diagonal line, if the distribution of residual data is normal, the line that describes the actual data will follow the diagonal line (Ghozali, 2016:154).

The test results using SPSS 17 are as follows:



Table 4.
One Sample Kolmogorov Smirnov Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		78	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	2.18648923	
Most Extreme Differences	Absolute	.089	
	Positive	.045	
	Negative	-.089	
Kolmogorov-Smirnov Z		.785	
Asymp. Sig. (2-tailed)		.568	
Monte Carlo Sig. (2-tailed)	Sig.	.654 ^c	
	99% Confidence Interval	Lower Bound	.515
		Upper Bound	.793

a. Test distribution is Normal.
b. Calculated from data.
c. Based on 78 sampled tables with starting seed 2000000.

Source: Data processed

From the output in table 4.it can be seen that the significance value (Monte Carlo Sig.) of all variables is 0.654. If the significance is more than 0.05, then the residual value is normal, so it can be concluded that all variables are normally distributed.

b. Multicollinearity Test

The multicollinearity test aims to determine whether there is a correlation between the independent variables in the regression model. The multicollinearity test in this study is seen from the tolerance value or variance inflation factor (VIF). The calculation of the tolerance value or VIF with the SPSS 17.00 program for windows can be seen in Table 5 below:

Table 5
Multicollinearity Test Results:

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	(Constant)		
	X1	.601	1.665
	X2	.601	1.665

a. Dependent Variable: Y

Source: Data processed

Based on table 5, it can be seen that the tolerance value of Work Stress Variable (X1) is 0.601, Work Conflict Variable (X2) is 0.601 where all of them are greater than 0.10 while the VIF value of Work Stress Variable (X1) is 1.665, Conflict Variable Work (X2) is 1.665 where all of them are smaller than 10. Based on the results of the above calculations, it can be seen that the tolerance value of all independent variables is



greater than 0.10 and the VIF value of all independent variables is also smaller than 10 so that there is no correlation symptom in independent variable. So it can be concluded that there is no symptom of multicollinearity between independent variables in the regression model.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether from the regression model there is an inequality of variance from the residuals of one observation to another observation. A good regression model is one with homoscedasticity or no heteroscedasticity. One way to detect the presence or absence of heteroscedasticity is by using a scatterplot. Based on the results of data processing, the heteroscedasticity test in this study is shown in Fig 2 below:

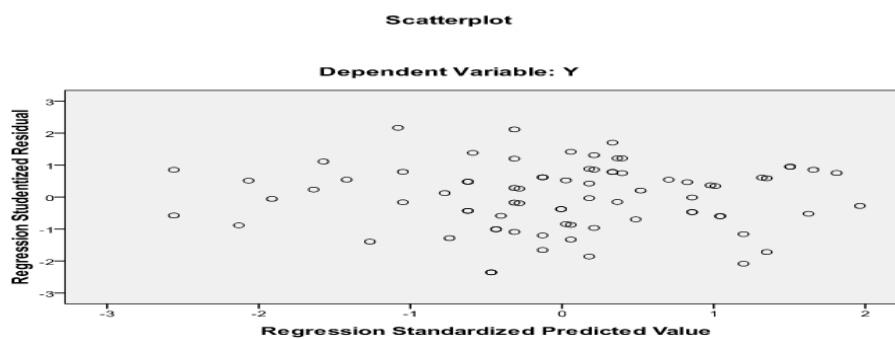


Fig 2. Scatterplot

Based on Fig 2, it can be seen that if the data pattern is perfectly distributed, some are above the zero point and some are spread below the zero point. Because of this, it can be concluded that there are no symptoms of heteroscedasticity in the regression model.

4.3 Multiple Linear Regression Test

Multiple linear regression testing explains the role of Work Stress Variable (X1) and Work Conflict Variable (X2) on Employee Performance Variable (Y). Data analysis in this study used multiple linear regression analysis using SPSS 17.0 for windows. The analysis of each variable is described in the following description:

Table 6.

Multiple Linear Regression Results

Model	Coefficients ^a		
	Unstandardized Coefficients	Standardized Coefficients	
	B	Std. Error	Beta
1 (Constant)	.994	1.781	
X1	.217	.104	.261
X2	.479	.177	.338

a. Dependent Variable: Y

Source: Data processed

Based on these results, the multiple linear regression equation has the formulation: $Y = a + b_1X_1 + b_2X_2 + \dots$, so that the equation is obtained: $Y = 0.994 + 0.217X_1 + 0.479X_2$.

The description of the multiple linear regression equation above is as follows:

- The constant value (a) of 0.994 indicates the size of the Employee Performance Variable (Y) if the Work Stress Variable (X1) and Work Conflict Variable (X2) are equal to zero.
- The regression coefficient value of the Work Stress Variable (X1) (b1) of 0.217 indicates the magnitude of the role of the Work Stress Variable (X1) on the Employee Performance Variable (Y) with the assumption that the Work Conflict Variable (X2) is constant. This means that if the work stress variable (X1) increases



by 1 unit value, it is predicted that the Employee Performance Variable (Y) will increase by 0.217 unit value assuming the Work Conflict Variable (X2) is constant.

- c. The regression coefficient value of the Work Conflict Variable (X2) (b2) of 0.479 indicates the magnitude of the role of the Work Conflict Variable (X2) on the Employee Performance Variable (Y) with the assumption that the Work Stress Variable (X1) is constant. This means that if the Work Conflict Variable factor (X2) increases by 1 unit value, it is predicted that the Employee Performance Variable (Y) will increase by 0.479 unit value with the assumption that the Work Stress Variable (X1) is constant.

4.4 Coefficient of Determination (R2)

The coefficient of determination is used to see how much the independent variable contributes to the dependent variable. The greater the value of the coefficient of determination, the better the ability of the independent variable to explain the dependent variable. If the determination (R2) is getting bigger (closer to 1), it can be said that the influence of the X variable is large on the Employee Performance Variable (Y).

The value used to see the coefficient of determination in this study is in the adjusted R square column. This is because the adjusted R square value is not susceptible to the addition of independent variables. The value of the coefficient of determination can be seen in Table 4.10 below:

Table 6.
Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1		.542 ^a	.294	.275

a. Predictors: (Constant), X2, X1
b. Dependent Variable: Y

Source: Data processed

Based on table 6, it can be seen that the adjusted R square value is 0.275 or 27.5%. This shows that the Work Stress Variable (X1) and Work Conflict Variable (X2) can explain the Employee Performance Variable (Y) of 27.5%, the remaining 72.5% (100% - 27.5%) is explained by other variables. outside of this research model.

4.5 Hypothesis testing

a. t test (Partial)

The t statistic test is also known as the individual significance test. This test shows how far the influence of the independent variable partially on the dependent variable. In this study, partial hypothesis testing was carried out on each independent variable as shown in Table 7. below:

Tabel 7.
Uji Parsial (t)

Coefficients ^a					
Unstandardized Coefficients					
Model		B	Std. Error	t	Sig.
1	(Constant)	.994	1.781	.558	.578
	X1	.217	.104	2.085	.040
	X2	.479	.177	2.702	.009

a. Dependent Variable: Y

Source: Data processed

- 1) Hypothesis Testing the Effect of Work Stress Variables (X1) on Employee Performance Variables (Y). The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

- a) Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or Sig value. > 0.05



b) Reject H0 If $t_{count} > t_{table}$ or $-t_{count} < -t_{table}$ or $Sig. < 0.05$

From table 7, the t_{count} value is 2.085. With $\alpha = 5\%$, $t_{table} (5\%; 78-2 = 76)$ the t_{table} value is 1.665. From the description it can be seen that $t_{count} (2.085) > t_{table} (1.665)$, as well as the the significance of 0.040 < 0.05 , it can be concluded that the first hypothesis is accepted, meaning that the work stress variable (X1) has an effect on the employee performance variable (Y).

2) Hypothesis Testing the Effect of Work Conflict Variables (X2) on Employee Performance Variables (Y). The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) Accept H0 If $t_{count} < t_{table}$ or $-t_{count} > -t_{table}$ or $Sig. > 0.05$

b) Reject H0 If $t_{count} > t_{table}$ or $-t_{count} < -t_{table}$ or $Sig. < 0.05$

From table 7, the t_{count} value is 2,702. With $\alpha = 5\%$, $t_{table} (5\%; 78-2 = 76)$ the t_{table} value is 1,665. 0.009 < 0.05 , it can be concluded that the second hypothesis is accepted, meaning that the Work Conflict Variable (X2) has an effect on the Employee Performance Variable (Y).

b. Test F (Simultaneous)

This test basically shows whether all the independent variables included in this model have a joint effect on the dependent variable. The results of the F test can be seen in table 8 below:

Table 8.
Simultaneous Test Results (F)

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	153.371	2	76.685	15.624	.000 ^a
	Residual	368.117	75	4.908		
	Total	521.487	77			

a. Predictors: (Constant), X2, X1

b. Dependent Variable: Y

Source: Data processed

The form of hypothesis testing based on statistics can be described as follows:

Decision Making Criteria:

a) If the calculated F value $> F_{table}$ or $Sig. < 0.05$ then H_a is accepted and H_0 is rejected.

b) If the calculated F value $< F_{table}$ or $Sig. > 0.05$ then H_a is rejected and H_0 is accepted.

From table 8, the F_{count} value is 15.624. With $\alpha = 5\%$, dk numerator: 2, dk denominator: 78-2-1 (5%; 2; 75) the F_{table} value is 3.12. From this description it can be seen that $F_{count} (15,624) > F_{table} (3.12)$, and a significance value of 0.000 < 0.05 , it can be concluded that the third hypothesis is accepted, meaning that the Work Stress Variable (X1) and the Work Conflict Variable (X2) have an effect on the variable simultaneously (simultaneously). Employee Performance (Y).

5. Conclusion

This study tries to answer the research objectives, namely to find out how the influence of work stress and work conflict on employee performance at the TebingTinggi Mayor's Office. The results of hypothesis testing using multiple regression analysis with two independent variables and one dependent variable indicate that:

a. The proposed H1 states that: Job stress affects employee performance at the TebingTinggi Mayor's Office, from table 7 it can be seen if the t -count value is 2.085 or greater than t -table ($\alpha : 5\%$, $df : 76 = 1.665$), besides the significance value is 0.040 or smaller than the model significance value of 0.05. Then H1 is accepted, work stress affects employee performance at the TebingTinggi Mayor's Office.

b. The proposed H2 states that: Work Conflict affects Employee Performance at the TebingTinggi Mayor's Office, from table 4.11 it can be seen if the t -count value is 2.702 or greater than t -table ($\alpha : 5\%$, $df : 76 = 1.665$), besides that the significance value is 0.009 or less than the model significance value of 0.05. Then



H2 is accepted, meaning that Work Conflict affects Employee Performance at the TebingTinggi Mayor's Office.

- c. The proposed H3 states that work stress and work conflict simultaneously affect employee performance at the TebingTinggi Mayor's Office, from table 4.12 the calculated F value is 15,624 or greater than the table F value ($\alpha : 5\%$, df numerator : 2 , df denominator: 75 , F-table: 3.12), besides that the significance value is 0.000 or less than the model significance (0.05), it can be concluded that if H3 is accepted, it means that work stress and work conflict simultaneously affect the Employee Performance at the Office of the Mayor of TebingTinggi.

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