

THE IMPACT OF WORKPLACE CONFLICT AND STRESS ON PERFORMANCE: EVIDENCE FROM INDONESIA

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Abstract

Performance is an assessment of the work of employees in carrying out their duties and responsibilities. Under-optimal performance can be caused by conflict factors and work stress experienced by employees. This study analyzes the influence of conflict and work stress on the performance of employees of PT. I.C. Varistor Division Bekasi. The population is 86 Varistor employees, with saturated sampling techniques. The method used is an associative quantitative approach with data collection including observation, filling out questionnaires and documentation, and data is analyzed using SPSS V. 25. The results of the multiple linear analysis test produced regression equations: $Y = 135.487 - 0.392(X1) - 0.693(X2)$. The results of the partial T test of the conflict had a negative and significant effect with t count $(-6.559) > t$ table 1.989, sig 0.000 < 0.05. Work stress had a negative and significant effect with t count $(-12.111) > t$ table 1.989, sig 0.000 < 0.05. Simultaneous tests showed both negative and significant variables (F count 262.129 > F table 3.11, sig 0.000 < 0.05). The determination coefficient showed that 86% of performance was influenced by conflict and work stress and the rest was influenced by other variables. Companies are advised to conduct periodic evaluations to manage conflicts and work stress in improving employee performance.

Keywords: Employee Performance, Conflict, Work Stress

1. Introduction

Human resources play an important role in the organization because they are the main factors driving the company's operations. According to (Widjaja et al., 2021) The existence of human resources has a great influence on the company. Employees play an important role in the development of the organization, because without them the company cannot progress. The success of a company is determined by the ability to manage human resources in order to increase competitiveness. One of the aspects that determines success is employee performance, which is the measure of work results achieved in carrying out duties and responsibilities (Lestari et al., 2020).

Employee performance is the process of how a person is able to work according to the expectations of the organization (Moko et al., 2021). The system implemented in the company also affects employee performance, not only depending on insights and skills (Saraswati & Zulkifli, 2024). If performance is optimal, then the productivity of the agency will increase in accordance with the set goals (Soedjatmoko et al., 2024). However, the high demands and work targets make employees have to work hard to achieve them. The inability to adapt to the work environment can lead to conflict and stress that impacts performance. In addition, the level of interdependence between individuals in the organization also has the potential to trigger conflict, because the higher the dependency, the more likely it is that differences of interest will arise (Stuart O'Neill, 2023).

According to (Juartini, 2021) Through work conflicts, increased workloads, and other stresses are factors that can trigger work stress. According to (Rahmawati et al., 2022) Work stress is a tense condition that arises due to demands or pressures in the workplace. Conflict and work stress are often a problem in companies, for example due to differences of opinion, pressure from superiors, or conflicts between employees. This condition causes discomfort, decreases concentration, and has an impact on declining employee performance which ultimately harms the company (Susilo & Wahyudin, 2020).

PT. I.C is a Foreign Investment (PMA) manufacturing company. The company operates in the field of electronics, mainly in the manufacture of electronic components. Established in 1992, the company is located in (East Jakarta Industrial Park) EJIP Bekasi, the company independently manufactures capacitors for use in electronics and transportation equipment such as cars and motorcycles in Indonesia. In its production activities, the company has 3 divisions, namely the Capacitor, Varistor and Rubber divisions. In the Varistor division, employee performance assessment or employee skill maps are assessed in the specification of the field of work (1) Sintering operations, which is the work field of the initial process of making elements with zinc and powder on the varistor (2) Manual Assembling Operations, which is the union or soldering between the two wire legs and the element (3) GF Soldering Operations, which is the process of soldering on the fuse and bending of the fuse wire (4) Operational Taping, which is the process of removing the varistor from the sheet and then reinserting it with paperboard and adhesive covering the dimensions H0 and P0 (5) Operational Packing, which is the process of fitting capacitors of materials such as boxes, air bubbles, plastics (6) Environment, which is the production line area where the process of assembling or producing goods takes place in a Sequential.

Performance-based assessments are categorized as level 4 and level 3 (high level), as well as levels 2 and 1 (low). Level 4 means employees who are able to do work and can guide other employees, level 3 employees who are able to do work, level 2 still needs guidance, and level 1 employees who are considered incompetent or less able to do work. Work assessment is divided into 3 groups with a leader or leader in each group. The performance assessment in Group 1 amounted to 23 employees, Group 2 amounted to 25 employees and Group 3 amounted to 23 employees. The division in this group aims to allow each group leader to see the maximum quality of employee work. Based on the data from the results of the performance assessment in the Varistor division, there are still employees who occupy a low level (level 2 and level 1) shown in table 1 below.

Table 1. Performance Assessment at the Lower Level of the Varistor Division 2024

Sub Division	Quality						
	Sintering Operations (L2)	Manual Assembling Operations (L2)	GF Soldering Operations (L1 and L2)	Marking and Sorting Operations (L2)	Operational Tapping (L2)	Operational Packing (L2)	Environment (L1 and L2)
Group 1	34%	69%	18%	43%	78%	78%	3%
Group 2	32%	96%	64%	40%	72%	72%	2,4%
Group 3	34%	69%	43%	43%	78%	78%	2,6%
Information:							
Level 1: No/Lack of Competence							
Level 2: Need Guidance							

Data Source: Staffing Skill Map, 2024

Based on table 1. performance assessment at the low level of the Varistor division above, the number of employees occupying the low level is still quite high. In Group 1 and Group 3, 78% of employees occupy level 2 for performance assessment of operational quality packing, and taping. Meanwhile, in Group 2 of the results of the performance appraisal, it is known that 96% of employees occupy level 2 for Manual Assembling operations. In fact, there are still 3% of employees occupying level 1 in Group 1. This shows that the Varistor division still has high employees who occupy a low level of work quality.

The low performance of a company can be influenced by several factors including conflicts in the workplace (Khofifa et al., 2016). Conflicts usually arise due to differences between individuals, groups, or organizations, such as differences in perception, goals, knowledge, or competition. If the conflict is too high, work can be hampered and performance decreases. According to (Assery, 2021) Work conflicts can be caused by differences in values and goals, unmet needs, poor communication, differences in perception, injustice or inequality, organizational change and task dependence.

Initial observations in the form of a presurvey on work conflicts distributed to 30 employees found that 70% of respondents stated that changes in organizational structure or policies can cause tension among colleagues, 100% of respondents stated that lack of effective communication with colleagues can have a negative impact on productivity or performance, and 90% of respondents stated that conflicts can occur due to differences in work values or principles with colleagues.

The results of the pre-survey above show that more than 50% of respondents in the Varistor division experienced conflicts at work. The high level of conflict in the workplace has a significant impact on employee performance as research conducted by (Sari, 2023) Trunajaya Bontang University students entitled "The Effect of Work Conflict and Work Stress on Employee Performance at the Technical Implementation Unit (UPT) of the Bontang City Market" in 2023. If conflicts are left unchecked in the company, this can cause tension between individuals and teams, making employees feel uncomfortable, stressed, lose motivation, and ultimately decrease employee performance.

Employee performance, job satisfaction levels, commitment to the organization, and physical and mental conditions can be affected by work stress (Samsudin et al., 2024). Work stress is a form of tension experienced by employees, which has an impact on emotional aspects, ways of thinking, and a person's psychological state (Illu et al., 2023). Good employee performance will increase the company's productivity, so it is important for companies to pay attention to the level of work stress (Bella et al., 2025). According to (Wahyudi & Hidayat, 2019) Work stress can be seen from several indicators, namely time pressure, excessive workload, lack of control over work, unsupportive work environment, organizational change, lack of recognition or reward, difficulties in interpersonal relationships as well as unclear roles.

Initial observations in the form of a pre-survey of work stress distributed to 30 employees of the Varistor division found that 70% of respondents stated that too high workload caused stress at work, 70% of respondents stated that work stress can occur due to tight deadlines at work and 83% of respondents stated that unclear job roles or responsibilities can lead to a decrease in productivity or performance.

High levels of work stress in employees have a significant effect on employee performance as research conducted by (Yofani & Chaira, 2024) entitled "The Effect of Conflict and Work Stress on Employee Performance at PT. Rizky Tanjung Mas" in 2024 with the finding that the level of work stress that occurs in the company has a real

influence on the decline in employee performance. Work stress can significantly affect productivity, as the pressure felt by employees in carrying out their duties can interfere with concentration and focus, thus impacting the work results of the employee.

Based on this description, this study aims to find out and analyze the influence of conflict and work stress on employee performance at PT I.C. Varistor Division. The results of this study are expected to provide theoretical benefits in the form of contributions to the development of human resource management science, especially regarding the relationship between conflict, work stress, and employee performance. Practically, this research is useful for the company's management as a consideration in designing conflict management strategies and work stress control, so as to be able to create a conducive work environment and improve employee performance optimally.

2. Theoretical Background

2.1 Employee Performance

Employee Performance according to (Kasmir, 2018) It can be interpreted as the results achieved as well as the actions taken while carrying out the tasks and responsibilities given within a certain period of time. Meanwhile, according to (Saraswati & Zulkifli, 2024) Employee performance is an important benchmark that shows the extent to which an individual can achieve targets or complete tasks according to their responsibilities within a predetermined period of time. According to (Suhartini, 2021) Performance can be understood as the result of employee work, both in terms of quality and quantity, in carrying out the responsibilities that have been set. Thus, employee performance is an individual's work achievement in completing their tasks and responsibilities in accordance with the company's standards and targets within a certain time frame. Here are the employee performance factors (Suhartini, 2021) : (1) Work environment (2) Attitudes and behaviors (3) Individual characteristics (4) Abilities (Skill) (5) Cooperation (Team Work) (6) Motivation. According to (Kasmir, 2018) The performance appraisal has six indicators including: (1) Work results (2) Quantity of work (3) Deadline (4) Budget effectiveness (5) Level of supervision (6) Relationship between employees.

2.2 Conflict

According to (Kristanto, 2020) Conflict can be interpreted as differences of opinion or disturbance between individuals that arise due to differences in ways of thinking, attitudes, understanding, interests, and even perceptions. According to (Yofani & Chaira, 2024) Work conflicts arise when two or more individuals in an organization compete with each other to be able to use limited resources due to differences in status or purpose values. If not managed properly, this conflict can cause discomfort as well as mental and emotional stress for employees. Meanwhile, according to (Assery, 2021) Conflict is a quarrel, dispute, or conflict, for example a dispute that occurs between two powers. Here are some of the conflict factors according to (Kristanto, 2020): (1) Differences in interests (Conflict of Interest) (2) Differences in values and perceptions (Conflict of Values and Perceptions) (3) Poor communication (4) Limited resources (Limited resources) (5) Dependency on tasks (Task Interdependence) (6) Personality differences (Personality Differences). According to (Assery, 2021) mentioned that there are indicators to assess the occurrence of work conflicts through: (1) Differences in values and goals (2) Unmet needs (3) Poor communication (4) Differences in perception (5) Injustice or inequality (6) Organizational changes (7) Dependency on tasks.

2.3 Work Stress

According to (Wahyudi & Hidayat, 2019) Stress is a complex and very personal situation. Meanwhile, work stress according to (Zainal & Ashar, 2023) said that a person who experiences excessive physical, mental, or emotional pressure stemming from the demands of work that is too high or exceeds the ability of the person. It can be concluded that work stress occurs due to an imbalance between the workload and the individual's capacity to deal with it. According to (Zainal & Ashar, 2023) There are several factors that cause work stress: (1) Excessive workload (2) Lack of control and support (3) Conflict and uncertainty (4) Unhealthy work environment (5) Imbalance between work and personal life (6) Lack of appreciation and recognition (7) Unclear roles and responsibilities (8) Imbalance between demands and abilities (9) Lack of social support (10) Changes in uncertainty and organization.

Work stress has important indicators that reflect the various aspects that cause excessive stress in the work environment. According to (Wahyudi & Hidayat, 2019) Explaining indicators of work stress includes several aspects through: (1) Time (2) Excessive workload (3) Lack of control over work (4) Unsupportive work environment (5) Organizational change (6) Lack of appreciation and recognition (7) Difficulties in interpersonal relationships (8) Unclear roles.

2.4 Frame of Mind

After describing the literature review, this research model can be displayed in the framework of thought below.

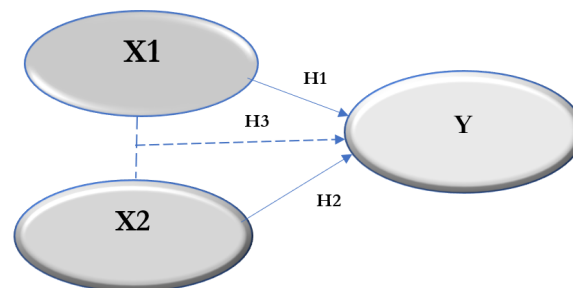


Figure 1. Frame of Mind

2.5 Hypothesis

From the results of studies and descriptions from experts and previous research, the hypotheses proposed in this study are as follows:

- H1 : It is partially suspected that there is a significant negative influence between the Conflict variable (X1) on employee performance (Y) at PT. I.C. varistor division*
- H2 : It is partially suspected that there is a significant negative influence between the variable Work Stress (X2) on employee performance (Y) at PT. I.C. varistor division*
- H3 : Simultaneously (together) it is suspected that there is a significant negative influence between Conflict (X1) and Work Stress (X2) on Employee Performance (Y) at PT. I.C. varistor division.*

3. Methods

3.1 Research Design and Scope

This study employs an associative research design with a quantitative approach to examine the relationships between workplace conflict, work stress, and employee performance. The research was conducted at PT. I.C. Varistor Division, located in the

EJIP Area, South Cikarang, Bekasi Regency, West Java, Indonesia. The study was carried out over a five-month period from March to July 2025, encompassing planning, implementation, and reporting stages.

3.2 Population and Sample

The research population consisted of all 86 employees working in the Varistor Division. Given the manageable population size and to ensure comprehensive representation, a saturated sampling technique was employed, wherein the entire population was included as the research sample. This approach eliminates sampling error and provides a complete picture of the phenomenon under investigation within the specific division.

3.3 Data Collection Techniques

Data collection utilized a mixed-method approach combining primary and secondary data sources. Primary data were gathered through structured questionnaires distributed to all 86 employees, while secondary data were obtained from company documents, relevant academic journals, and supporting literature. The data collection process incorporated three main techniques: direct observation of workplace interactions, questionnaire administration using a Likert-scale instrument, and documentation review of company records and performance metrics.

3.4 Data Analysis Techniques

Data analysis was performed quantitatively using SPSS version 25. The analytical process began with instrument testing, including validity and reliability assessments to ensure measurement consistency and accuracy. Subsequent analysis involved classical assumption testing encompassing normality, multicollinearity, and heteroscedasticity examinations. Multiple linear regression analysis was employed to determine the influence of conflict and work stress on employee performance. Hypothesis testing included t-tests for partial influence assessment, F-tests for simultaneous influence evaluation, and coefficient of determination (R^2) analysis to measure the contribution proportion of independent variables to the dependent variable.

4. Results and Discussion

4.1 Respondent Characteristics

Table 2 provides a profile of the 86 respondents from PT. I.C. Varistor Division. The workforce is predominantly male (63%), of productive age (41% aged 32-38 years), and possesses a high school education (97%). Most employees hold operator positions (85%) and have substantial work experience, with 36% having worked for over 15 years. The majority (69%) are permanent employees, indicating a stable workforce.

Table 2. Respondent Characteristics

Characteristic	Category	Quantity (n)	Percentage (%)
Gender	Male	54	63%
	Female	32	37%
Age	18-24 years	20	23%
	25-31 years	6	7%
	32-38 years	35	41%
	39-45 years	25	29%
	>46 years	0	0%
Education	High School	83	97%

Characteristic	Category	Quantity (n)	Percentage (%)
	Diploma	1	1%
	Bachelor	2	2%
Position	Operator	73	85%
	Leader	8	9%
	Staff	3	4%
	Assistant Manager	1	1%
	Assistant Supervisor	1	1%
Work Duration	1 year	7	8%
	2-3 years	14	16%
	4-7 years	7	8%
	8-15 years	27	31%
	>15 years	31	36%
Employment Status	Contract	27	31%
	Permanent	59	69%

Source: Primary Data Processed with SPSS V.25, 2025

4.2 Validity and Reliability Tests

Table 3 shows that all research instrument items demonstrated validity ($r\text{-count} > r\text{-table of } 0.361$, $p < 0.05$) and high reliability (Cronbach's Alpha > 0.70 for all variables), confirming the questionnaire's robustness for data collection.

Table 3. Validity and Reliability Test Results

Variable	Items Tested	Validity Status	Cronbach's Alpha	Reliability Status
Work Conflict (X1)	15	All Valid	0.856	Reliable
Work Stress (X2)	15	All Valid	0.844	Reliable
Employee Performance (Y)	15	All Valid	0.892	Reliable

Source: Primary Data Processed with SPSS V.25, 2025

4.3 Classical Assumption Tests

The Kolmogorov-Smirnov test indicated normal data distribution (Asymp. Sig. = $0.200 > 0.05$), supported by the bell-shaped histogram in Figure 1. Multicollinearity was absent, with tolerance values > 0.10 and VIF < 10 for all independent variables.

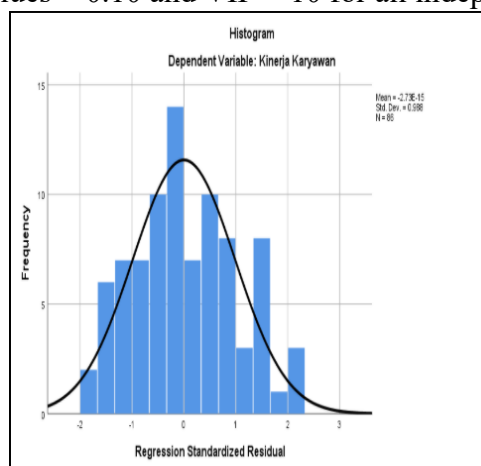


Figure 1. Normality Test Histogram

(Note: A bell-shaped curve would be described here, showing balanced distribution between right and left sides)

Source: Primary Data Processed with SPSS V.25, 2025

4.4 Multiple Linear Regression Analysis

Table 4 presents the regression results, yielding the equation: $Y = 135.487 - 0.392X_1 - 0.693X_2$. This indicates that both conflict and work stress negatively affect employee performance, with work stress ($\beta = -0.693$) having a more dominant influence than conflict ($\beta = -0.392$).

Table 4. Multiple Linear Regression Results

Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-statistic	Sig.
Constant	135.487		41.462	0.000
Work Conflict	-0.392	-0.355	-6.559	0.000
Work Stress	-0.693	-0.655	-12.111	0.000

Source: Primary Data Processed with SPSS V.25, 2025

4.5 Hypothesis Testing

4.5.1 Partial Test (t-test)

Table 5 presents the t-test results examining the partial influence of each independent variable on employee performance. Both work conflict and work stress demonstrate statistically significant negative effects on employee performance.

Table 5. t-Test Results

Variable	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	t-statistic	t-table	Sig.	Conclusion
Constant	135.487		41.462	1.989	0.000	
Work Conflict	-0.392	-0.355	-6.559	1.989	0.000	Significant
Work Stress	-0.693	-0.655	-12.111	1.989	0.000	Significant

Source: Primary Data Processed with SPSS V.25, 2025

Based on Table 5, both independent variables show t-statistic values exceeding the t-table value of 1.989 with significance levels below 0.05, confirming that work conflict ($t = -6.559$, $p = 0.000$) and work stress ($t = -12.111$, $p = 0.000$) significantly negatively affect employee performance.

4.5.2 Simultaneous Test (F-test)

Table 6 displays the F-test results assessing the simultaneous influence of all independent variables on employee performance. The results indicate that work conflict and work stress collectively exert a significant influence on employee performance.

Table 6. F-Test Results (ANOVA)

Source of Variation	Sum of Squares	df	Mean Square	F-statistic	F-table	Sig.	Conclusion
Regression	2,870,840	2	1,435,420	262.129	3.11	0.000	Significant
Residual	454,509	83	5,476				
Total	3,325,349	85					

Source: Primary Data Processed with SPSS V.25, 2025

As shown in Table 6, the F-statistic value of 262.129 substantially exceeds the F-table value of 3.11 with a significance level of 0.000 ($p < 0.05$), confirming that work conflict and work stress simultaneously significantly affect employee performance.

4.5.3 Coefficient of Determination (R^2)

Table 7 presents the coefficient of determination results, indicating the proportion of employee performance variance explained by the independent variables in the regression model.

Table 7. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.929	0.863	0.860	2.34

Source: Primary Data Processed with SPSS V.25, 2025

According to Table 7, the R Square value of 0.863 indicates that work conflict and work stress collectively explain 86.3% of the variance in employee performance. The remaining 13.7% is influenced by other factors not included in this research model. The high R value of 0.929 demonstrates a very strong relationship between the independent variables and employee performance.

4.6 Discussion

The results of data analysis conducted using SPSS version 25 showed that statistically the three hypotheses (H1, H2, and H3) proposed to support the theory and the hypothesis of the previous research were declared accepted. The explanation of the influence of each variable based on the results of statistical testing is as follows:

1) The Effect of Conflict (X1) on Employee Performance (Y)

Based on the results of the previous t-test, it is known that there is a t-count (-6.559) greater than the t table (1.989) with a significance of $0.000 < 0.05$, which indicates that the conflict (X1) has a negative and significant influence on the performance of employees (Y) at PT. I.C. Varistor division. In other words, the lower the level of conflict, the higher the employee performance, the more likely it is that the employee will improve, while the higher the conflict, the lower the performance. Conflicts usually arise due to differences in values, perceptions, or beliefs, which can create tension, lower motivation, and disrupt teamwork. These results are in line with research (Sari, 2023) which found that the conflict had a negative and significant effect on the performance of employees of the Bontang City Market UPT.

2) The Effect of Work Stress (X2) on Employee Performance (Y)

Based on the t-test, t calculated (-12.111) > t table (1.989) with a significance of $0.000 < 0.05$, so that work stress (X2) was proven to have a significant negative effect on employee performance (Y) at PT. I.C. Varistor division. This means that a decrease in the level of work stress will improve performance, while high work stress will actually decrease performance. Stress in this division arises due to heavy workloads, limited turnaround times, and high work tempo pressures, which can cause physical and mental fatigue, decrease concentration, increase errors, and decrease the quality of work results. These findings are in line with research (Yofani & Chaira, 2024) prove that work stress has a significant negative influence on employee performance at PT Rizky Tanjung Mas.

3) The Effect of Conflict (X1) and Work Stress (X2) on Employee Performance (Y)

The results of the F test showed that f count (262.129) was greater than f table (3.11) with a significance of $0.000 < 0.05$, which indicated that conflict (X1) and work stress (X2) simultaneously had a significant negative effect on employee performance (Y) at PT. I.C. Varistor division. In other words, a decrease in conflict and work stress will improve performance, while an increase in both will decrease performance. Conflicts in the company can trigger stress, which leads to emotional exhaustion, decreased

motivation, and a less conducive work environment that hinders teamwork. This is in line with the research conducted (Widjaja et al., 2021) prove that conflict and work stress together have a significant negative effect on employee performance in CVs. Perdana Java Creative Bandung.

5. Conclusion

The results of the study show that (1) conflict has a negative and significant influence on employee performance, (2) work stress has a negative and significant influence on employee performance and (3) simultaneously conflict and work stress have a negative and significant influence on employee performance. These findings show that the higher the conflict that occurs, the more performance shown by employees decreases. The same thing is also shown by work stress which has been proven to have a negative and significant effect on performance, so that the greater the level of stress experienced by employees, the performance and work effectiveness will decrease. Simultaneously, conflict and work stress have a contribution of 86.3%, which means that these two factors are the dominant variables that must be considered by company management.

Based on these findings, companies are advised to pay more attention to conflict management through open communication, mediation, and effective conflict management training so that differences between individuals do not lead to a decrease in performance. In addition, it is necessary to make efforts to control work stress by managing a proportionate workload, providing sufficient rest time, and providing mentoring or counseling programs for employees in order to maintain their psychological stability. This effort is expected to be able to create a conducive work environment so that employee performance can be improved optimally.

In practical terms, this study emphasizes that company management must pay attention to psychological factors such as conflict and work stress as an important part of the strategy to improve employee performance, not only focus on motivation and compensation aspects. While theoretically, this research strengthens the view in human resource management that psychological conditions and the work environment play a significant role in influencing the performance of individuals and organizations

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