

The Effect of Work Stress and Conflict on Employee Performance at PD. Bumi Wiralodra Indramayu

Meddy Nurpratama¹, Agus Yudianto^{2*}

^{1,2} Faculty of Economics, Universitas Wiralodra, Indramayu Regency, West Java
Province, Indonesia.

Abstrak. Saat ini semakin banyak perusahaan baik pemerintahan maupun swasta menyadari bahwa sangat besar pengaruh stres kerja dan konflik untuk menghasilkan kinerja karyawan yang produktif, sehingga peranan stres kerja dalam melaksanakan tugas, wewenang dan tanggung jawabnya serta pengaruh konflik antara pimpinan untuk bawahannya dapat merangsang bawahan dalam melaksanakan tugas dan tanggung jawabnya sehingga dapat mencapai tujuan perusahaan yang diharapkan dengan produktif dan efisien. Penelitian ini dilakukan untuk mengetahui bagaimana tingkat stres kerja, konflik dan tingkat kinerja karyawan yang dilaksanakan pada PD. Bumi Wiralodra Indramayu, dan seberapa besar pengaruh stres kerja dan konflik terhadap kinerja karyawan PD. Bumi Wiralodra Indramayu. Metode yang digunakan dalam penelitian ini adalah metode deskriptif dan verifikasi. Jenis data yang dibutuhkan untuk penelitian adalah data primer dan data sekunder, sedangkan teknik yang digunakan dalam mengumpulkan data untuk penelitian adalah wawancara, kuesioner dan studi kepustakaan. Sampel yang diambil adalah sebesar 38 responden. Pengolahan dan analisis data dilakukan secara kuantitatif dengan menggunakan metode statistik, yaitu untuk mengetahui seberapa besar pengaruh stres kerja dan konflik terhadap kinerja karyawan PD. Bumi Wiralodra Indramayu menggunakan analisis jalur. Hasil penelitian menunjukkan tingkat stres kerja di PD. Bumi Wiralodra Indramayu, berada pada kategori sangat tinggi. Ini menunjukkan bahwa 23 responden dari 38 responden (60.53%) menyatakan sangat setuju terhadap stres kerja yang dilaksanakan PD. Bumi Wiralodra Indramayu, tingkat konflik di PD. Bumi Wiralodra Indramayu, berada pada kategori sangat tinggi. Ini menunjukkan bahwa 28 responden dari 38 responden (73.68%) menyatakan sangat setuju terhadap konflik yang dilaksanakan di PD. Bumi Wiralodra Indramayu dan tingkat variabel kinerja karyawan PD. Bumi Wiralodra Indramayu, berada pada kategori sedang dan tinggi. Ini menunjukkan bahwa 13 responden dari 38 responden (34.21%) menyatakan ragu-ragu dan setuju terhadap kinerja yang dilaksanakan di PD. Bumi Wiralodra Indramayu, meskipun masih ada juga yang belum sepenuhnya memberikan dan melaksanakan kinerja ini dengan baik, hal ini terlihat dari tingkat variabel kinerja yang menunjukkan tingkat sedang dan tinggi. Dari hasil analisa jalur diperoleh persamaan fungsi struktural, sebagai berikut: $Y = -0.364 X_1 + 0.299 X_2$. Atas dasar perhitungan tersebut dapat dikemukakan bahwa stres kerja (X_1) mempengaruhi perubahan kinerja karyawan (Y) sebesar 13.2% dan konflik (X_2) mempengaruhi perubahan kinerja karyawan (Y) sebesar 8.9% serta stres kerja dan konflik (X_1X_2) mempengaruhi perubahan kinerja karyawan (Y) sebesar 13.1%, serta pengaruh variabel lain di luar variabel yang dipergunakan $= 0.932$ (86.86%). Besarnya pengaruh variabel lain, yaitu sebesar 86.86%, menunjukkan bahwa terdapat pengaruh lain selain stres kerja (X_1) dan konflik (X_2) yang sangat besar terhadap perubahan kinerja karyawan PD. Bumi Wiralodra Indramayu, nilai F_{hitung} 2.639 < F_{tabel} 3.27 sedangkan nilai t_{hitung} sebesar -2.097 (X_1) dan 1.727 (X_2) > t_{tabel} 1.689. Variabel residu itu terdiri dari faktor-faktor yang tidak diteliti, seperti; kepuasan kerja, komitmen organisasi, budaya organisasi, sistem komunikasi, dan lainnya.

Kata kunci: Stres Kerja; Konflik; Kinerja karyawan.

Abstract. Currently, more and more companies, both government and private, realize that the influence of work stress and conflict is very large to produce productive employee performance, so that the role of work stress in carrying out their duties, authorities and responsibilities as well as the influence of conflict between leaders and their subordinates can stimulate subordinates in carrying out their duties. and responsibilities so as to achieve the expected company goals in a productive and efficient manner. This research was conducted to find out how the level of work stress, conflict and employee performance levels were carried out at PD. Bumi Wiralodra Indramayu, and how much influence work stress and conflict have on the performance of PD employees. Earth Wiralodra Indramayu. The method used in this research is descriptive and verification method. The types of data needed for research are primary data and secondary data, while the techniques used in collecting data for research are interviews, questionnaires and literature study. The sample taken is 38 respondents. Data processing and analysis was carried out quantitatively using statistical methods, namely to find out how much influence work stress and conflict had on the performance of PD employees. Bumi Wiralodra Indramayu uses path analysis. The results showed the level of work stress in PD. Bumi Wiralodra Indramayu, is in the very high category. This shows that 23 respondents from 38 respondents (60.53%) stated that they strongly agreed with the work stress carried out by PD. Bumi Wiralodra Indramayu, the level of conflict in PD. Bumi Wiralodra Indramayu, is in the very high category. This shows that 28 respondents out of 38 respondents (73.68%) stated that they strongly agree with the conflict carried out in PD. Bumi Wiralodra Indramayu and the level of employee performance variables PD. Bumi Wiralodra Indramayu, is in the medium and high category. This shows that 13 respondents out of 38 respondents (34.21%) expressed doubt and agreed with the performance carried out in PD. Bumi Wiralodra Indramayu, although there are still some who have not fully delivered and implemented this performance well, this can be seen from the level of performance variables which show medium and high levels. From the path analysis results, the structural function equations are obtained, as follows: $Y = -0.364 X_1 + 0.299 X_2$. Based on these calculations, it can be stated that work stress (X_1) affects changes in employee performance (Y) by 13.2% and conflict (X_2) affects changes in employee performance (Y) by 8.9% and work stress and conflict (X_1X_2) affects changes in employee performance (Y) of 13.1%, and the influence of other variables outside the variables used $= 0.932$ (86.86%). The magnitude of the influence of other variables, which is 86.86%, indicates that there are other influences besides work stress (X_1) and conflict (X_2) which are very large on changes in the performance of PD employees. Bumi Wiralodra Indramayu, the value of F_{count} is 2.639 < F_{table} 3.27 while the value of t_{count} is -2.097 (X_1) and 1.727 (X_2) > t_{table} 1.689. The residual variables consist of factors that are not studied, such as; job satisfaction, organizational commitment, organizational culture, communication systems, and others.

Keywords: Job Stress, Conflict, Employee Performance.

* Author. Email: meddynurpratamafe@unwir.ac.id¹. agusyudianto@unwir.ac.id^{2*}.

Introduction

Humans are very valuable capital for an organization, because humans are the core factor that can support organizational life, without humans the organization will not achieve any goals. Human problems are common problems for every organization. The larger the organization, the more complex the employment problems it faces. Therefore, labor issues require serious attention from each of these organizations. In general, the performance of employees in an organization does not always increase, both employee performance has decreased. This is due to the presence of several factors that can cause employee performance to decline, including work stress and conflicts that occur within the organization and must be faced by these employees.

Job stress, is a feeling of pressure experienced by employees in dealing with work, also work stress, is a condition of thinking that affects a person's emotions, processes and conditions. This work stress will be seen from the nature and behavior of the employee, among others: unstable emotions, feeling uneasy, unable to relax, anxious, tense and tense. Too much work stress can threaten the ability of employees to deal with the work environment. Job stress can help, but it can also play a wrong or detrimental role in employee performance and can reduce employee performance in the work environment. In simple terms this means that work stress depends on how much work stress the employee faces. Performance is the result or level of a person as a whole during a certain period while carrying out the task compared to various possibilities, such as standard work results, targets or targets or criteria that have been determined in advance and have been mutually agreed upon (Sudarmanto, 2010).

Performance is the result of work in quality and the quantity achieved by an employee in carrying out his duties in accordance with responsibility given to him (Mangkunegara, 2011). Hasibuan performance is a result achieved by a person in carrying out tasks imposed on him based on skill, experience, sincerity and time (Hasibuan, 2013). Simamora (2004) stated that performance refers to the

level of achievement of tasks that make up an employee's job. Performance reflects how well employees meet the requirements of a company profession. The performance of an employee is an individual thing, because Each employee has a different level of ability in do their job. Management can measure employees on performance work based on the performance of each employee.

In this case, how is the role of a leader specifically paying attention to it with other policies and programs. So that the work stress experienced by employees can at least be achieved so that it can help improve employee performance within the organization. Conflict is a conflict that occurs between what a person expects of himself, other people, the organization, and the reality of what he expects. Basically, conflicts that occur within an organization greatly affect the decline in employee performance, so that it can lead to not achieving goals. Therefore, to achieve the goals expected by the organization, a leader must always pay attention to the work environment and working conditions that occur within the organization. Sometimes most of a leader pays less attention to the work environment and working conditions of employees, so that with a lack of attention from the leadership there are often conflicts between employees in the work environment of the organization.

Conflicts that often occur in each employee are caused by several internal factors from within the work environment, including: the implementation of tasks assigned by the leadership, differences in status and differences in position/position. Sometimes conflicts that occur in employees are caused by social jealousy from the closeness between employees and leaders. The frequent occurrence of conflicts between fellow employees or employees with the leadership can have a negative impact on the employees themselves and other employees, including being lazy to work, bored and bored with their work environment. Sometimes employees are often absent from work. This can affect employee performance. The following is a table of indications of the low performance of employees at PD. Earth Wiralodra Indramayu.

Literature Review

Understanding Human Resource Management

According to Veithzal Rivai (2004:1) suggests that: "Human resource management (HRM) is one of the fields of general management which includes aspects of planning, organizing, implementing and controlling. Human resource management is a science that studies in the field of general management of various management activities that are interrelated and interact with each other in order to achieve individual, organizational and community goals.

Human resource management is a science that focuses specifically on humans in working relationships.

Human Resource Management Functions The function of human resources according to Malay S.P Hasibuan (2005:21) is as follows: **Planning** Planning is planning the workforce effectively and efficiently to suit the needs of the company in helping the realization of goals. Planning is the beginning of the activities to be carried out so that this planning must be done properly so that the goals of the company can be achieved. **Organizing** Organizing is an activity to organize all employees by determining the division of labor, work relations, delegation of authority, integration and coordination within the organization. Organization is only a tool to achieve goals, with a good organization will help the realization of goals effectively. **Directing** is the activity of directing all employees to cooperate and work effectively and efficiently in helping to achieve the goals of the company, employees and society. **Controlling** is the activity of controlling all employees, in order to comply with company regulations, employees and the community. **Procurement** is the process of withdrawal, selection, placement, orientation, education and to get employees according to company needs. **Development** is the process of improving the technical, conceptual and moral skills of employees through education and training. Development must be carried out by personnel to get employees who have the right work performance so that this development can be developed to a certain level.

Work Stress

Employees always face various forms of concerns and problems. We all from time-to-time encounter difficulties, problems, sadness and emotional it is only natural that these conditions have an impact on the existence of employees who directly bear the burden of responsibility for advancing the organization in which they work. Vigoda (2002) work stress is defined as the existence of self turmoil both physically and mentally physical or not arising from the workload. Based on In some sense, stress is the body's inability to accept the pressure can lead to loss of self-control. Referring to the theory put forward by Leung *et al.* (2007) that job stress is divided into six dimensions, namely behavior personal, social support, role conflict, bad environment, workload and situation home and work. Stress is a common aspect of the work experience, the most often expressed as job dissatisfaction, but also revealed in a strong affective state: anger, frustration, hostility, and irritation. A more passive response is also common, such as boredom and boredom (tedium), mental fatigue (burnout), fatigue, helplessness, hopelessness, lack of passion, and depressed mood (Kaswan, 2015: 247). Zaenal *et al* (2014: 724) argue that stress is a term umbrella that includes pressure, burden, conflict, fatigue, 2 tension, panic, rumbling, anxiety, moodiness and loss power. Job stress is a condition of tension that creates physical and psychological imbalances, which affect emotions, thinking processes, and conditions of an employee. Stress at work (Job stress) is a stressful experience related to work (King, 2010: 277).

Psychologically this will give birth to various demands that affect the psychological condition or what is in scientific terminology referred to as stress. Stress is usually seen as an event or source of problems that invites tension and negative feelings in a person. Actually, too much stress can threaten a person's ability to deal with the environment. As a result, employees develop various kinds of stress symptoms that can interfere with their work performance. People who are under stress may become nervous and experience chronic anxiety, which can lead to irritability and aggression, an inability to relax, or an

uncooperative attitude. As stated by a number of experts, the notion of stress has various connotations depending on the perception and target of its application. For more details on the meaning of the word stress, the author will provide an overview of the notion of stress from experts including: According to T Hani Handoko (2001: 200) that stress is: "A condition of tension that affects emotions, thought processes and one's condition.". A stressor or source of stress is anything that can cause a person to experience stress. Where stress can affect behavior, as well as psychological conditions. A person experiences stress because they may be under pressure from within the work environment and pressure from outside the work environment. Sources of pressure in the work environment in the form of physical conditions, behavior, frustration, emotional and others. While sources of pressure from outside the work environment can be in the form of physical problems, characteristics of the work environment and others. There are several other ways or tips (in an Islamic way) according to A Anwar Prabu Mangkunegara (2005:29) that we need in overcoming this stress problem, including: One of them is patience, and trust in Allah SWT. Heighten. worship motivation, both in quantity and quality. All our words and movements are dhikr, trying to keep getting closer to the halik. Work conflict is a discrepancy, dispute and conflict between two people or two groups in an organization or company due to barriers or differences in communication, perceptions, status, values, goals and attitudes so that one or both of them are mutually disturbed. Conflict is an interactive process that is manifested in things such as incompatibility, disagreement, or awkwardness both between individuals and internal social entities such as individuals, groups or organizations.

Forms of Work Conflict.

There is no need to dramatize the situation, do not be emotional in interpreting the events that befall. Try to ease it with self-introspection. Start with positive thinking (*busnudzon.*). Never regret the events that have happened, because no matter how bad the events that befell us, there must be a lesson. Conflict is a conflict

that occurs between individuals or groups who expect something from themselves and others with what they expect, but these expectations are not certain in accordance with the expectations of others. With this uncertainty, conflicts between individuals or groups will occur and cannot be avoided. According to Tommy (2010), work conflict is a conflict between one person and another or a mismatch of conditions felt by employees due to communication barriers, differences in goals and attitudes and dependence on work activities. According to Wahyudi (2011), work conflict is a dispute, a conflict between two people or two groups where the actions of one contradict the other so that one or both of them interfere with each other. According to Mangkunegara (2000), work conflict is a conflict that occurs between what is expected by someone from himself, other people, the organization and the reality of what is expected. According to Nawawi (2010), work conflict is a discrepancy between two or more members or organizational groups that arises because of the fact that they have to share limited resources or work activities or because of the fact that they have different statuses, goals and values. and perception. According to Rivai (2011), work conflict is a discrepancy between two or more members or groups (in an organization/company) who must share limited resources or work activities and/or due to the fact that they have different statuses, goals, values, or perceptions.

One of the difficult tasks for leaders that must be faced is examining and managing conflicts between groups, leaders must realize that the causes of conflict are different, so the tools for resolving conflicts are different, but depending on the circumstances that occur. Choosing an appropriate conflict resolution method depends on several factors including the reasons why the conflict occurred. Basically, performance is the result of quality work produced by employees in carrying out work in accordance with the responsibilities given to them. The results of the employee's performance, the employee is produced for the survival of his employees and for the advancement of the organization. So that all expectations and goals of employees and organizations can be achieved.

Research Methodology

Using descriptive analysis method and verification analysis. The descriptive analysis method is a research method that aims to describe, explain the existing conditions in the company based on facts or data that are collected and compiled systematically, then analyzed to obtain conclusions. While the verification method (hypothesis testing) helps to understand the relationship between the factors studied. The analytical verification method is a research in an effort to test the hypothesis by using the SPSS 23 statistical program calculations. To test whether the independent variables affect the dependent variable, this study uses multiple regression analysis using the SPSS software analysis tool for windows 23 with the following model.

$$KK = 1 + 2SK + 3K + e$$

Where:

- KK : Employee Performance, is the dependent variable (bound)
 - SK : Job Stress, is an independent variable (independent)
 - K : Conflict, is an independent variable (free).
- Population and Collection Techniques

The definition of population according to Sugiyono (2010:115) is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions. Population is a generalization area consisting of objects that become certain quantities and characteristics that are applied by researchers to be studied and then drawn conclusions (Sugiono, 2002:57). Population is concerned with data, not people or things. Then the population is the totality of all possible values, both the results of counting or quantitative and qualitative measurements of certain characteristics regarding a complete set of objects. So, the population is an object or subject that is in an area and meets certain conditions that have to do with the problem of the agency under study.

The population in this study were employees at PD. Bumi Wiralodra Indramayu as many as 30 people. Arikunto (2006:109) “The sample is part or representative of the population being studied. If the subject is less than 100 people, it is better to take all of them so that the research is a saturated sampling study. Furthermore, if the number of subjects is larger, it can be taken between 10-15% or 20-25% or more depending on ability. Because the population under study is 30 people.

Results and Discussion

Research Results

1) Characteristics of Respondents
In examining the effect of work stress and conflict on employee performance. The author makes and distributes questionnaires to a number of respondents who are PD employees. Earth Wiralodra Indramayu. The results obtained from distributing questionnaires to 38 respondents who have been studied, show different characteristics of respondents. The characteristics of the 38 respondents are as follows:

Table 1. Characteristics of Respondents Based on Gender

Gender	Frequency	Percentage (%)
Man	37	97,4
Women	1	2,6
Total	38	100

Source: (processed questionnaire), 2021.

Information:
Based on the gender of the respondents, it shows that male is the most common respondent. The number of male respondents was 37 people (97.3%) of the total number of respondents. The number of female respondents was 1 person (2.6%).

Table 2. Characteristics Based on Last Education

Education	Frequency	Percentage (%)
High School	25	65,7
Diploma	3	7,9
Bachelor	10	26,3
Total	38	100

Source: (processed questionnaire), 2021.

Based on the characteristics of the respondents, it can be seen that the majority of respondents are respondents most respondents are respondents with high school education as many as 25 people (65.7%). Respondents with Diploma education were 3 people (7.9%). Respondents with undergraduate education are 10 people (26.3%).

Table 3. Characteristics by Age

Age	Frequency	Percentage (%)
21-25	8	21,1
26-30	13	34,2
31-35	3	7,9
36-40	1	2,6
> 41	13	34,2
Total	38	100

Based on the gender of the respondents, it shows that male is the most common respondent. The number of male respondents was 37 people (97.3%) of the total number of respondents. The number of female respondents was 1 person (2.6%). Based on the characteristics of the respondents, it can be seen that the majority of respondents are respondents with high school education as many as 25 people (65.7%). Respondents with Diploma education were 3 people (7.9%). Respondents with undergraduate education are 10 people (26.3%). Based on the characteristics of the respondents, it is known that the most respondents are respondents aged 26-30 years as many as 13 people (34.2%) and age > 41 years as many as 13 people (34.2%). Respondents aged 21-25 years were 8 people (21.1%), respondents aged 31-35 years were 3 people (7.9%). Respondents aged 36 - 40 years as many as 1 person (2.6%) is the lowest age respondent.

Based on the characteristics of the respondents regarding the tenure of service, it is known that the majority of respondents are respondents with a working period of 6-10 years as many as 12 people (31.6%). Respondents 1 -5 years as many as 9 people (23.7%), respondents 16-20 years as many as 8 people (21.1%). Respondents 11 -15 years as many as 5 people with a percentage (13,2%). Respondents with a working period of 21-25 years were 1 person (2.6%) and respondents 26-30 years were 3

people (7.9%). Based on the table above that the respondent's employee status at PD. Bumi Wiralodra Indramayu has 28 permanent employees (73.6%) and 10 non-permanent employees (26.3%). Stress is usually given the impression as an event or source of problems that invites tension and negative feelings in someone, in fact it doesn't always have a negative result. There are times when we need stress that can spur our activities and increase our potential. A conflict that occurs in a company has many possibilities or opportunities that arise and occur, namely the consequences it causes. Whether it is a positive or beneficial effect on the part of the company because it can improve the company's existence or negative consequences that can be detrimental. According to the results of research that the author has examined, the positive impact of conflict is as follows:

- 1) Increased employee competence.
- 2) The creation of human resources that are fast, precise, responsive, easy, cheap and fun.
- 3) Improve employee behavior attitudes.
- 4) There is an increase in employee skills.

Performance is a continuous communication process, carried out within the framework of cooperation between an employee and his direct supervisor. Employee performance can also be seen and assessed from what the employee does in carrying out his work. The indicators that can be used to assess employee performance include:

- 1) Character
Namely as a personal characteristic of an individual and is the cause of individual behavior, such as enthusiasm, loyalty, honesty and other characteristics that support individual performance.
- 2) Behavior
That reflects the actions or efforts made by individuals to carry out tasks or work such as discipline, absenteeism, responsibility and so on.
- 3) Work Results
That is the final performance or expected result of an employee or position holder.

Organizations are basically run by humans, so performance appraisal is actually an assessment

of human behavior in the roles they play. Performance appraisal in a company has two important sides, namely to assess whether the implementation of company activities is in accordance with the goals set by the company and as a means to motivate in carrying out the work instructed by the leadership. The results of data collection using a Likert scale questionnaire produced data with an ordinal measurement scale. In order to be processed using path analysis, which requires minimal data on an interval scale, the data obtained in the form of an ordinal measurement scale must first be transformed into an interval measurement scale using the Successive Interval Method. The results of the calculation of data transformation can be seen in the appendix, which is then used for the number of item values on an interval scale for each research variable.

In this path analysis, it can be seen the relationship between variables with the term causality between the work stress variable (X1) and conflict (X2) as the causal variable to the employee performance variable (Y) as the effect variable, where between the causal variables there is a reciprocal relationship (mutual relationship). correlated). By using the transformed data using the successive interval method, and processing the path analysis data using the SPSS Version 23 software tool (Appendix), the path coefficients = -0.364 and = 0.299. The correlation coefficient between variables consequently, $r_{X1X2} = 0.417$. The coefficient of determination, $R^2_{YX1X2} = 0.131$. Meanwhile, the effect of other variables outside of the variables used is obtained by using the formula, as follows.

$$\rho_{Y\varepsilon} = \sqrt{1 - R^2_{YX1X2}}$$

$$\rho_{Y\varepsilon} = \sqrt{1 - 0.131} = 0.932$$

The structural function equation for the path diagram is obtained:

$$Y = -0.364 X_1 + 0.299 X_2 + \varepsilon$$

Based on the path analysis equation, the description of the structure of the causal relationship between the causal variables and the effect variables can be seen below, namely:

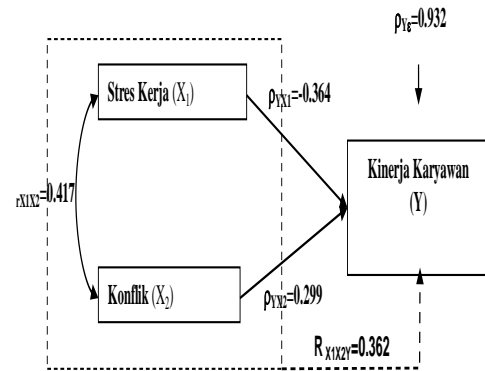


Figure 1. Structural Relationship Path Coefficient Value

Source: Results of data processing in 2021.

Based on these calculations, it can be stated that work stress (X1) affects changes in employee performance by 13.2% and conflict (X2) affects changes in employee performance by 8.9% and work stress and conflict (X1X2) affects changes in employee performance by 13.1%. The magnitude of the influence of other variables, which is 86.86%, indicates that there are other influences besides work stress (X1) and conflict (X2) which are quite large on changes in the performance of PD employees. Earth Wiralodra Indramayu. The residual variable consists of factors that are not studied, such as; job satisfaction, organizational commitment, organizational culture, communication systems, and others. Based on the research hypothesis proposed, the statistical hypothesis can be formulated as follows:

- Ho : There is no effect of work stress and conflict on the performance of PD employees. Earth Wiralodra Indramayu.
- H1 : There is an effect of work stress and conflict on the performance of PD employees. Earth Wiralodra Indramayu.

The hypothesis is intended to determine the significance of the path coefficient, so that statistical hypothesis testing can be used in the following form: The hypothesis is intended to determine the significance of the path coefficient, so that statistical hypothesis testing can be used in the following form. Before testing the hypothesis, first the overall test is carried out with the following formulation: Based on the results of processing the path analysis data using the SPSS Version 23

software tool, the $F_{count} = 2.639$ was obtained. While the value of $F_{table} = F((v_1=2), (v_2=38-2-1)) = F(2,35) = 3.27$. Based on the test criteria if the value of $F_{count} < F_{table}$, then H_0 is accepted which indicates that if the test results H_0 is accepted then H_1 is rejected, which means that there is no one causal variable that affects the resulting variable, so that it is continued with individual testing For the work stress variable (X_1), the t_{count} is -2.097 and for the conflict variable (X_2), the t_{count} is 1.727 . While the value of $t_{table} = t(0.05,38-2) = t(0.05,36) = 1,689$. Based on the test criteria if $t_{count} > t_{table}$, then H_0 is rejected which indicates that if the test results H_0 is rejected then H_1 is accepted, which means that work stress (X_1) and conflict (X_2) variables affect employee performance (Y).

Conclusions and Recommendations

The results of data processing were obtained from the answers of research respondents who were PD employees. Bumi Wiralodra Indramayu, several things can be stated as follows:

- 1) The level of stress and work conflict in PD. Earth Wiralodra Indramayu. The results showed the level of work stress in PD. Bumi Wiralodra Indramayu, is included in the very high category. This shows that 23 respondents from 38 respondents (60.53%) stated that they strongly agree with the work stress carried out in PD. Earth Wiralodra Indramayu.
- 2) Perception of PD employees. Bumi Wiralodra Indramayu answered strongly agree with work stress. Where are PD employees? Bumi Wiralodra Indramayu more agrees with 'Inadequate work equipment can hinder employees' work, making it difficult to complete work well'. In anticipating the occurrence of work stress experienced by PD employees. Bumi Wiralodra Indramayu, the company takes steps that are deemed necessary, namely: Provision of various adequate facilities to support employee performance, good relations or communication with fellow employees at all levels, serious attention to

employee welfare adjusted to existing conditions.

- 3) Level of conflict in PD. Bumi Wiralodra Indramayu, is included in the very high category. This shows that 28 respondents out of 38 respondents (73.68%) stated strongly agree with the conflict in PD. Earth Wiralodra Indramayu. Perception of PD employees. Bumi Wiralodra Indramayu answered about the conflict which most of them strongly agreed. Where are PD employees? Bumi Wiralodra Indramayu more agrees with 'The boss does not provide clear socialization in running employees, so it is difficult for employees to carry out work'.
- 4) The level of performance of PD employees. Earth Wiralodra Indramayu, Variable level of employee performance PD. Bumi Wiralodra Indramayu, is included in the medium and high categories. This shows that 13 respondents out of 38 respondents (34.21%) expressed doubt and agreed with the performance carried out in PD. Bumi Wiralodra Indramayu, although there are still some who have not fully conveyed and implemented this performance well, this can be seen from the level of performance variables which show medium and high levels. Perception of PD employees. Bumi Wiralodra Indramayu answered the question of employee performance, he agreed. Where are PD employees? Bumi Wiralodra Indramayu more agrees with 'employees who never lie at work, so that my boss always believes in my work'. Employee performance is based on the quality and reliability of work and work attitude that cleanliness and company guidelines are employee performance factors that have not been implemented properly according to the perception of PD employees. Earth Wiralodra Indramayu. This can be seen from the perception of PD employees. Bumi Wiralodra Indramayu who answered the question of employee performance, a small part did not agree. Where are PD employees? Bumi Wiralodra Indramayu more agrees about 'My work skills are good, because I am always given continuous training.' The Effect of Work

Stress and Conflict on the Performance of PD Employees. Earth Wiralodra Indramayu.

By looking at the results of data processing through path analysis, structural equations of the effect of work stress and conflict on the performance of PD employees are obtained. Bumi Wiralodra Indramayu, as follows:

$$Y = -0.364 X_1 + 0.299 X_2 +$$

Based on these calculations, it can be stated that work stress (X_1) will affect changes in employee performance (Y) by 13.2% and conflict (X_2) will affect changes in employee performance (Y) by 8.9% and work stress and conflict (X_1X_2) will affect changes in employee performance. employee performance (Y) of 13.1%, and the influence of other variables outside the variables used = 0.932 (86.86%). Hypothesis Test = $F_{\text{count}} (2.639) < F_{\text{table}} (3.27)$ and for the work stress variable (X_1), the t_{count} is -2,097 and for the conflict variable (X_2), the t_{count} is 1.727. While the value of $t_{\text{table}} = 1.689$. Then $t_{\text{count}} > t_{\text{table}}$. Based on the above values, it can be concluded that work stress and conflict have a strong relationship and a significant influence on employee performance.

Differences in understanding goals are okay, but if they can hinder the work targets to be achieved and hinder employee performance, these differences must be eliminated and these differences in perceptions must be equated, so that the work can be completed properly.

It is better if the superior/regional company in treating its employees must be fair both in terms of delegation of duties and compensation, so as to avoid conflicts that may occur between fellow employees and superiors/agencies. Local companies should be able to create a comfortable work environment for their employees, so that employee morale can increase and work can be completed quickly. From the results of the study, work stress and conflict have a significant relationship and influence on strong employee performance. It is advisable for regional companies to conduct research on other factors that can affect employee performance

that were not examined by the author. And look for obstacles that can affect employee performance and find solutions.

References

- Mangkunegara, A. P. (2003). Organizational behavior and culture. *Bandung: PT. Refika Aditama*.
- Zainal, V. R., Ramly, H. M., Mutis, T., & Arafah, W. (2014). Manajemen sumber daya manusia untuk perusahaan dari teori ke praktik.
- Arafah. (2006). Human Resource Performance Evaluation, Second Printing, Refika Aditama, Bandung.
- Arafah. (2007). Company Human Resources Management", PT. Rosdakarya Youth, Bandung.
- Susanti, D. F. (2016). *Pengaruh Stres Kerja Dan Konflik Kerja Terhadap Kinerja Karyawan Pada PT. Rumpun Sari Antan 2 Pati* (Doctoral dissertation, Universitas Muhammadiyah Surakarta).
- Hasibuan, M. (2013). Manajemen Sumber Daya Manusia (Vol. Edisi Revisi). *Jakarta: Bumi Aksara*.
- Kaswan. (2015). Work attitude. From Theory and Implementation To Evidence. Bandung. Alfabet.
- King, Laura, A. (2010). General Psychology. An Appreciative View. Book 2. Translation: Brian Marwensdy. Jakarta: Salemba
- Humanika Mangkunegara, P. A. (2011). Human Resource Management. Bandung: Teens
- Hasbuan, M. S. (2014). Manajemen Sumber Daya Manusia. *Edisi Revisi, Jakarta: PT. Bumi Aksara*.
- Prabu, M. A. (2000). Manajemen sumber daya manusia. *Bandung: PT Remaja Rosdakarya*.

- Nawawi, Hadari. (2010). Perencanaan Sumber Daya Manusia Untuk Organisasi Profit yang Kompetitif. Yogyakarta: UGM Press.
- Nimran, U. (1997). Perilaku organisasi. *Surabaya: Citra Media*.
- Rivai, V. (2016). Manajemen sumber daya manusia untuk perusahaan. Preferred Books Division, PT Raja Grafindo Persada, Jakarta.
- Veithzal Rivai Zainal, E. J. S. (2011). Manajemen Sumber Daya Manusia Untuk Perusahaan. Jakarta: Raja Grafindo Persada.
- Sutanto, R. (2006). *PENGARUH STRES KERJA TERHADAP KEPUASAN KERJA KARYAWAN PADA PT. HUTAMA KARYA (Persero) WILAYAH III JAWA BARAT & BANTEN* (Doctoral dissertation, Universitas Komputer Indonesia).
- Somantri, A., & Muhidin, S. A. (2006). Aplikasi statistika dalam Penelitian. pustaka Ceria: Bandung.
- Sudarmanto, E., Simarmata, N. I. P., Parinduri, L., Purba, S., Gandasari, D., Wula, P., ... & Chamida, D. (2021). *Komunikasi Pengembangan Sumber Daya Manusia*. Yayasan Kita Menulis.
- Ahdiyana, M. (2009). Memperkuat Manajemen Strategis Dengan Pengukuran Kinerja Dalam Organisasi Sektor Publik. *Jurnal Ekonomi UNY*.
- Simamora, H. (2008). Manajemen Sumber Daya Manusia, Edisi ketiga, Cetakan Pertama, Bagian. *Yogyakarta: Penerbitan STIE YKPN*.
- Arikunto, S. (2013). Prosedur penelitian suatu pendekatan praktik. Twelfth Printing, Revised Edition, Rineka Cipta, Jakarta
- Sugiyono, D. (2008). Metode penelitian bisnis. *Bandung: Pusat Bahasa Depdiknas*.
- Handoko, T. H. (2001). Manajemen personalia dan sumber daya manusia, edisi kedua. *Yogyakarta: Bpfe*.
- Tommy, Y. D. (2010). Skripsi: Pengaruh Konflik Kerja terhadap Burnout pada pegawai Bagian Produksi UD. Abadi Lestari Bojonegoro.
- Uma, S. (2006). Metodologi penelitian untuk bisnis. *Jakarta: Salemba Empat*, 159.
- Vigoda, E. (2002). Stress-related aftermaths to workplace politics: the relationships among politics, job distress, and aggressive behavior in organizations. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 23(5), 571-591.
- Swasto, B. (2011). Manajemen Sumber Daya Manusia. Malang.
- Wexley, K. N. (1988). *Organizational behaviour and personnel psychology*. Surjeet publications.