
**THE INFLUENCE OF CONFLICT AND STRESS ON EMPLOYEE
PERFORMANCE OF PDAM EMPLOYEES IN SERVICE AREA II OF
MAKASSAR CITY**

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Abstract

This research is a quantitative descriptive study aimed at determining and analyzing the Influence of Conflict and Stress on Employee Performance at the Regional Water Company (PDAM) in Service Area II of Makassar City. The data collection methods used in this research were observation, questionnaires, and documentation. The population and sample used in this research consisted of 52 respondents, with the data analysis method being multiple linear regression analysis processed using Statistical Product and Service Solutions (SPSS) Version 27. Regarding the influence of conflict and stress on the performance at PDAM Employees in service area II of Makassar City which was discussed in the previous chapters, the author draws the important conclusion that conflict and stress have a positive and significant on the performance.

Keywords: *Conflict, Stress, Employee Performance*

INTRODUCTION

Human resources (HR) are very valuable for companies or business organizations because they are the main axis in acting, determining goals and making the right decisions to achieve the expected goals. To create reliable and quality human resources, good management is needed. Good human resource management, through the process of recruitment, selection, description and placement of employees based on their abilities can improve business performance. The key to professional human resource management is ensuring a balance between company capabilities and employee needs. The key to the success of a developing company is a balance between employees and the company (Mangkunegara, 2000).

Employee performance is the development and success of the organization. It cannot be denied that the quality of employee performance management system has an impact as a driving factor that can be accelerated in this direction. Can It is said that human resources have good performance if they have discipline,

high performance and the strength to fulfill their duties and responsibilities at the right time. Conflict is one of the essences of human life and development which has various characteristics (Asiah, 2017). Stress is a state of tension or pressure that affects the emotional, mental and physical condition of a person who faces great demands and obstacles. Stress can happen to anyone and can happen at any time because stress is an important part of human life. Humans often experience anxiety because they are unable to reconcile their desires with reality (Mangkunegara, 2000).

PDAM Service Area II Makassar City Office is a company that operates in the field of providing clean water in Makassar City. As a company that has a big responsibility in meeting the community's clean water needs, employee performance of employees at PDAM Service

Area II Makassar City is a key factor in achieving company goals and providing optimal service to customers.

Every organization is inseparable from conflict and work stress which can affect employee performance (Slamet, 2023). Conflict between individuals or groups in the work environment can cause disharmony, lack of cooperation, and decreased productivity. Meanwhile, high work stress can also hinder employees' ability to complete tasks effectively and reduce their motivation (Ratnasari, 2019).

Like other organizations, the Makassar City PDAM Service Region II Office also faces various challenges and problems that can affect employee performance. One of the problems that may be faced is conflict between employees and superiors. Conflict can appear in various forms, such as differences in views, differences in interests, and disputes between individuals. Conflict that is not resolved properly can have a negative impact on motivation, communication and relationships between employees, which can ultimately affect their performance.

RESEARCH METHODS

In this study, the author employed a quantitative method utilizing and developing mathematical models, theories, or hypotheses related to natural phenomena. The research measurement process involved sampling from the population and using questionnaires as a data collection tool. The survey method design used in this research is quantitative descriptive.

This research falls under the category of quantitative descriptive research as it involves concept development and data collection to test the influence of conflict and stress on the performance at PDAM employee service II in makassar, south sulawesi. Data collection techniques in this study included observation, questionnaires, interviews, and documentation.

The data analysis method employed in this research utilized quantitative descriptive analysis, validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, and hypothesis testing.

RESULTS AND DISCUSSION

A. Analysis of respondent characteristics

a. Age

As with determining the characteristics of respondents, the researcher presents these characteristics in the following form:

Table 1. Characteristics By Age

		Frequency	Percent
Valid	20-25 Year	17	32,7%
	26-30 Year	18	34,6%
	31-40 Year	9	17,3%
	> 40 Year	8	15,4%
	Total	52	100,0%

Based on the description of the table above, the results obtained from the characteristics of respondents in terms of age, it can be assumed that the majority of

employees in the company are aged 26 to 30 years with a figure of 18 respondents or (34.7%), then those aged 20 to 25 reach 17 respondents or (34.6%), then in the age range 31 to 40 with a score of 9 respondents or (17.3%), while the lowest number of respondents in terms of age was >40 years with a score of 8 respondents or (15.4%).

b. Gender

The sample was categorized by gender: male and female. The following is a table of respondent characteristics based on gender.

Table 2. Characteristics By Gender

		Frequency	Percent
Valid	Male	28	53,8%
	Female	24	46,2%
	Total	52	100,0%

Based on the data above, it can be concluded that the characteristics of male respondents are that the male gender is at 28 respondents (53.8%), while the female gender is at 24 respondents (46.2%) or at the bottom of the group. male gender.

c. Last Education

The type of education of the respondent explains the educational background of the respondents who were sampled in this study, so the respondent's education can be classified according to the level of education of junior high school, high school, D3, bachelor's degree, master's degree and others.

Table 3. Characteristics By Last Education

		Frequency	Percent
Valid	SLTA	11	21,2%
	D3	17	32,7%
	S1	23	44,2%
	S2	1	1,9%
	Total	52	100,0%

From the table above, it can be analyzed where the characteristics of respondents at the undergraduate (S1) education level dominate, where this level of education is at 23 respondents (44.2%), while from other levels of education, namely high school, is at 11 respondents (21.2%), D3 the number of respondents was 17 (32.7%), D3 with 3 respondents (4%) and at the Masters level the number of respondents was only 1 respondent (1.9%).

B. Validity Test

Validity testing is a method used to measure the extent to which a questionnaire item is valid or invalid. Questionnaire items can be said to be valid if the questions in the questionnaire can reveal something that is measured by the questionnaire. For more details, see the following validity data test results table.

Table 4. Validity Test

No	Variable	Item	Validity		Information
			r_{count}	r_{table}	
1.	CONFLICT	X1.1	0,458	0,273	Valid
		X1.2	0,376	0,273	Valid
		X1.3	0,665	0,273	Valid
		X1.4	0,647	0,273	Valid
		X1.5	0,623	0,273	Valid
		X1.6	0,542	0,273	Valid
		X1.7	0,717	0,273	Valid
		X1.8	0,641	0,273	Valid
		X1.9	0,625	0,273	Valid
		X1.10	0,572	0,273	Valid
2.	STRESS	X2.1	0,628	0,273	Valid
		X2.2	0,729	0,273	Valid
		X2.3	0,631	0,273	Valid
		X2.4	0,533	0,273	Valid
		X2.5	0,749	0,273	Valid
		X2.6	0,741	0,273	Valid
		X2.7	0,637	0,273	Valid
		X2.8	0,605	0,273	Valid
		X2.9	0,624	0,273	Valid
		X2.10	0,638	0,273	Valid
3.	EMPLOYEE PERFORMANCE	Y.1	0,575	0,273	Valid
		Y.2	0,536	0,273	Valid
		Y.3	0,545	0,273	Valid
		Y.4	0,666	0,273	Valid
		Y.5	0,669	0,273	Valid
		Y.6	0,576	0,273	Valid
		Y.7	0,746	0,273	Valid
		Y.8	0,585	0,273	Valid

Source : SPSS V.27 Data Processing Results

Based on the table above, regarding validity testing with all the statement indicators in the questionnaire as a tool for measuring problems in the research on the Effect of Conflict and Stress on the Performance of PDAM Employees in Service Area II Makassar City, the researcher obtained results from all statement items in the questionnaire, namely a greater r value. from the rtable value, which is 0.273. The researcher concluded that all statement items in the questionnaire could be said to be valid.

C. Reliability Test

The reliability test is used to measure the stability and consistency of respondents in answering questions in the questionnaire. The reliability test in this study used Cronbach's alpha with an alpha value of 0.6. If the output value is greater than 0.6 then it is said to be reliable. The results of data reliability testing can be seen in the following table:

Table 5. Reliability Test

No	Variable	Cronbach's alpha	Reliability
1	Conflict	0,775	Reliable
2	Stress	0,847	Reliable
3	Employee Performance	0,764	Reliable

Source : SPSS V.27 Data Processing Results

The results of the reliability test show that all variables are declared reliable because they have passed the reliability coefficient limit so that henceforth the items in each variable concept are suitable for use as measuring tools.

D. Classic Assumption Test

a. Normality Test

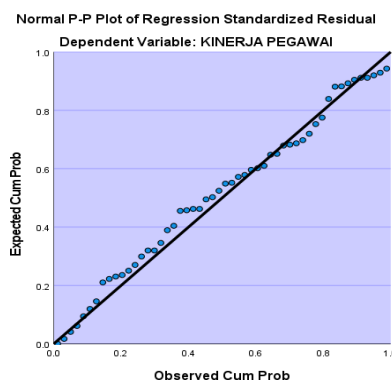


Figure 1. Normality Test Results

Source : SPSS V.27 Data Processing Results

Based on the image above, it can be seen that the data image actually follows the normality line, so it can be concluded that the regression model has a normal distribution.

b. Multicollinearity Test

Table 6. Multicollinearity Test

Model		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	19.835	4.423		4.484	.000		
	CONFLICT	.175	.082	.269	2.135	.038	.985	1.016
	STRESS	.210	.061	.434	3.442	.001	.985	1.016

Source : SPSS V.27 Data Processing Results

Based on the table above, the conflict variable (X1) and stress variable (X2) do not contain symptoms of multicollinearity because the Tolerance value is $0.985 > 0.01$ and the VIF value is $1.016 < 10$. So it is stated that multicollinearity does not occur.

c. Heteroscedasticity Test

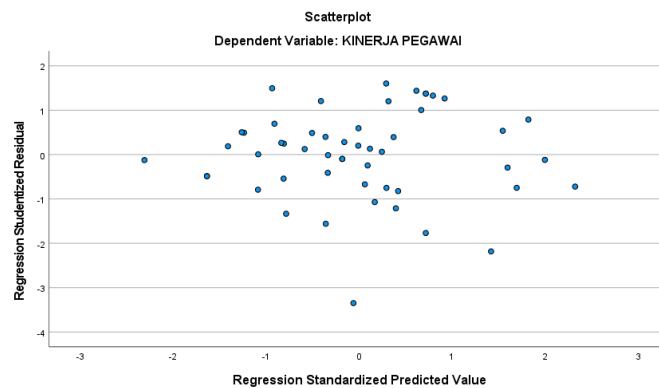


Figure 2. Heteroscedasticity Test
Source : SPSS V.27 Data Processing Results

From the scatterplot graph in the image above, it can be seen that the points are spread randomly, and are spread above and below zero on the Y axis. This can be concluded that heteroscedasticity does not occur in the regression model.

E. Multiple Linear Regression Analysis

Previous testing of the requirements of basic classical regression analysis shows that the variables involved meet classical requirements and assumptions. This research will continue by carrying out significant tests and interpreting the multiple linear regression model.

Table 7. Multiple Linear Regression Analysis Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.835	4.423		4.484	.000
	CONFLICT	.175	.082	.269	2.135	.038
	STRESS	.210	.061	.434	3.442	.001

Source : SPSS V.27 Data Processing Results

Based on the data in the table above, the linear equation for multiple linear regression in this study is as follows. So the resulting multiple linear regression equation in this study includes:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 19,835 + 0,175X_1 + 0,210X_2 + e$$

In the multiple linear regression equation above, conclusions can be drawn including:

- Based on the results of the equation test, a constant value of 19,835 is obtained, where this value provides an illustration that if the constant value is increased by one unit, it will have a positive impact on employee performance of 19,835.
- The value of the regression coefficient on b_1X_1 is 0.175, in this case indicating that increasing the conflict variable (X_1) can increase the employee performance variable (Y) by 0.175 and this regression coefficient value indicates that the conflict variable has an impact on employee performance of 0.175.
- The value of the regression coefficient on b_2X_2 is 0.210, in this case indicating that increasing the work stress variable (X_2) can increase the employee performance variable (Y) by 0.210 and this regression coefficient value indicates that the stress variable has an impact on employee performance by 0.210.

F. Hypothesis testing

a. Partial Test (T Test)

Partial hypothesis testing (t-test) is a statistical method used to test whether there are significant differences between two or more different groups of data.

Table 8. T Test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.835	4.423		4.484	.000
	CONFLICT	.175	.082	.269	2.135	.038
	STRESS	.210	.061	.434	3.442	.001

Source : SPSS V.27 Data Processing Results

Based on the table above, it can be put into practice, below is a description of the results obtained as follows.

- a. For the variable (X1) for the variable (Y), the calculated t value is greater than the t table with the value obtained being $2.135 > 0.273$ and the significance value obtained being 0.038 being smaller than the a value of 0.05 ($0.038 < 0.05$). From the values obtained, it can be concluded that variable (X1) on variable (Y) has a positive and significant influence on PDAM Service Area II Makassar City.
 - b. For the variable (X2) for the variable (Y), the calculated t value is greater than the t table with the value obtained being $3.442 > 0.273$ and the significance value obtained being 0.001 smaller than the value of a ($0.001 < 0.05$). From the values obtained, it can be concluded that variable (X2) on variable (Y) has a positive and significant influence on PDAM Service Area II Makassar City.
- b. Coefficient of Determination Test (R^2)

Table 9. Coefficient of Determination Test (R^2) Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.482 ^a	.232	.201	2.59287
a. Predictors: (Constant), STRESS, CONFLICT				

Source : SPSS V.27 Data Processing Results

Based on the table above, it is known that the coefficient of determination value is 0.232 or 23.2%. This shows that employee performance is influenced by conflict and stress by 23.2%, while 76.8% is influenced by other variables not examined in this research.

The Influence Conflict on Employee Performance

Based on the results of this research, it provides evidence that conflict has a partially significant effect on employee performance. This is proven that the t count of 2.135 is greater than the t table = 0.273 ($2.135 > 0.273$) with a significance level of <0.05 ($0.038 < 0.05$) which means significant. From the results obtained, conflict has a positive and significant

influence on employee performance at PDAM Service Area II Makassar City. The existence of problems/conflicts faced by employees increases employee performance because a conflict can cause employees to improve their performance for the better.

The Influence Stress on Employee Performance

Furthermore, the results of research on the influence of work stress on employee performance have a significant influence. This is proven by the results of the t count being greater than the t table ($3.442 > 0.273$) with a significance level of < 0.05 ($0.001 < 0.05$) which means significant. From the results obtained, work stress has a positive and significant influence on employee performance at PDAM Service Area II Makassar City. The task demands indicator in the question item "the number of tasks given in the office" is a very dominant indicator with an average answer value of agreeing with (mean) 34.6. Thus, it can be seen that most of the PDAM respondents in Makassar City Service Area II are in balance with the wishes of the employees.

CONCLUSION

- a. The results of the conflict variable (X1) have a positive and significant influence on employee performance (Y). This conclusion was obtained based on the results t test obtained t count $>$ t table with a value of $2.135 > 0.273$ with a value the significance of X1 to Y is 0.038 where this value is smaller than the value standard 0.05 ($0.038 < 0.05$). This means it is significant. From the results that have been obtained then the conflict has a positive and significant influence on
- b. employee performance at PDAM Service Area II Makassar City. The results of the work stress variable (X2) have a positive and significant influence on employee performance (Y) This conclusion was obtained based on the results t test obtained t count $>$ t table with a value of $3.442 > 0.273$ with The significance value of X2 for Y is 0.001, where this value is smaller than standard value 0.05 ($0.001 < 0.05$). From the results that have been obtained, stress work has a positive and significant influence on employee performance at PDAM Service Area II Makassar City.

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