

**The Influence of Conflict and Work Stress on Employee Performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency****A. Nur Aviva Ismar<sup>1)</sup>, M. Hidayat<sup>2)</sup>, Drs. H. A. Muhiddin Daweng<sup>3)</sup>**Management Study Program, Faculty of Economics and Business, Universitas Muhammadiyah Makassar,  
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[andiavivah12@gmail.com](mailto:andiavivah12@gmail.com)<sup>1)</sup>, [hidayat@unismuh.ac.id](mailto:hidayat@unismuh.ac.id)<sup>2)</sup>, [muhiddindaweng209@gmail.com](mailto:muhiddindaweng209@gmail.com)<sup>3)</sup>**Abstract**

A. Nur Aviva Ismar, 2024, "The Effect of Conflict and Work Stress on Employee Performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency." Thesis for the Management Study Program, Faculty of Economics and Business, Muhammadiyah University of Makassar. Supervised by Supervisor I M. Hidayat and Supervisor II H. A. Muhiddin Daweng. This research aims to partially and simultaneously examine the influence of conflict and work stress on employee performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency. Researchers distributed questionnaires to 32 employees or officials from Bajiminasa village, Rilau Ale District, Bulukumba Regency as respondents in this research.

The analysis technique in this research uses data quality tests, classical assumption tests, multiple linear regression analysis tests and hypothesis testing through the T test and F test. The results of the research show that: 1.) Partially the Conflict variable has a significant positive effect on Employee Performance at the Village Office Bajiminasa, Rilau Ale District, Bulukumba Regency. 2.) Partially, the Job Stress variable has a significant positive effect on employee performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency. 3.) Simultaneously, the Conflict and Work Stress variables have a significant positive effect on employee performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency.

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

Human resources are the most important asset for an organization or agency, which essentially functions as a driving factor for every activity. In carrying out its activities to achieve the desired goals, an organization needs good management, especially human resources, because human resources are the main capital in the organization, Hasibuan (2019). (Ningsih, 2019) said that in most agencies, employee performance is the main factor that determines their success. High performance from every employee is something that is really desired by all organizations and agencies, it will give hope in achieving a goal, and will provide maximum results, where an employee is required to be able to complete the responsibilities set by the agency. Performance is the result of work in terms of quality and quantity achieved by an employee.

(Windari and Harahap, 2023) say that in supporting an organization or agency there are several factors that can influence it, including conflict which can affect the quality and quantity of employees. Conflict can occur if there are differences between two or more people, for example differences in perception, competition, knowledge, goals, and other differences that occur between individuals, groups, or organizations. Conflict can have a good impact or not depending on how the manager controls the conflict that occurs. For example, the positive impacts that occur with conflict trigger employees to be more productive and improve

employee performance, while the negative impacts that arise can cause pressure on other individuals or groups.

(Pradana, 2019) also believes that work stress is an important aspect for agencies, especially its relationship to employee performance. Overall, an agency must have good performance, good performance can help the agency gain profits, and vice versa, if performance declines it can certainly be detrimental to an agency. Therefore, employee performance needs to receive attention, among other things, by carrying out studies related to conflict and work stress.

Based on the phenomenon that researchers have encountered in the field, work conflict that occurs among employees is interpersonal conflict. It is called interpersonal conflict because the conflict that arises is conflict between employees who work at the Village Office, where there are several employees who form small groups, giving rise to competition between groups. This was explained by one of the village office employees. Meanwhile, the phenomenon of work stress that occurs in village office employees is excessive workload and according to one village office employee who has experienced work stress, it is caused by double work being assigned and the demands of many tasks that must be completed in a timely manner and still need to be completed. time to adapt to workBased on the background phenomena that occurred, the researchers were interested in raising the title "The Influence of Conflict and Work Stress on Employee Performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency".

## **LITERATURE REVIEW**

### **A. Theory Review**

#### **a. Understanding Human Resources Management**

According to (Eri Susan, 2019) HR are individuals who work as organizational drivers both in institutions and companies who function as assets, so their abilities must be trained and developed. The definition of HR is broadly divided into two, namely, Macro HR and Micro HR. Macro HR is the number of people of productive age in one area, while Micro HR are people who work in institutions or companies.

According to Hasibuan in (R. Supomo and Eti Nurhayati, 2018) human resource management is a science and art that structures the relationships and roles of the workforce so that they are effective and efficient by helping to achieve the goals of the company, employees and society. Human resource management is a form of process for acquiring, training, assessing, and compensating employees and for managing labor relations, health and safety, and matters related to justice.

#### **b. Human Resource Development**

Human Resource Development is the process of developing employees' abilities, skills, interests, talents and behavior at work. According to (Kasmir, 2019) apart from exploring employee interests and talents, Human Resources development is also carried out to change employee performance in accordance with the company's wishes. The important things related to Human Resources development are as follows:

1) Recruitment or recruiting is an activity to attract a number of applicants to be interested in applying to a company according to the qualifications required, in other words, the company deliberately opens vacancies so that applicants come directly to the location or send

applications via email and the internet. Recruitment is a process of searching for, finding, attracting applicants to be employed in an agency or organization.

2) Education and Training, is a part of education that is specific, practical and immediate. Specific means the training is related to the job to be done. Practical and immediate means that what has been trained can be put into practice immediately. Generally, training is intended to improve mastery of various work skills in a relatively short time.

3) Career Development, an effort to improve employees' technical, theoretical, conceptual and moral abilities in accordance with job/position requirements through education and training. Career development is an effort made by an organization to improve employees' abilities in carrying out tasks.

#### c. Benefits of Human Resource Management

(Busro, 2018) believes that the benefit of human resource management is that it gives management consideration in making human resource policies to ensure that the company has employees or employees who have high performance, are always ready to cope with change, and fulfill their obligations as workers legally. Not only that, the next goal is to implement and maintain all human resource policies and procedures that enable the company to achieve its goals.

## 2. Work Conflict

### a. Understanding Work Conflict

Conflict, according to Didirolano in (Yasiri and Almanshur, 2022), is a process that begins when an individual or group feels differences and contradictions between individuals and other individuals. Conflict is also a dispute and the existence of conflict is also a dispute and there are problems between the two parties. Conflict creates a disposition of resistance between two groups, where encounters include viewing each other as obstacles and obstacles to meeting their respective needs and goals. Conflict is a process of interaction between two or more people, or two or more groups who have opposing opinions and goals. Conflict is a process of conflict expressed between two or more parties who are interdependent regarding the object of conflict, using thought patterns and interactions that produce conflict outcomes.

(Handoko, 2019) Conflict is a dispute (disagreement) where there is tension (the presence of tension), or the emergence of other difficulties between two or more parties. Conflict is a situation, where two or more people want the same goals. According to their perception, it can be achieved by one of them, but it is impossible for both parties to achieve it. Meanwhile, conflict is defined as a mismatch between two or more members or groups of organizations that arises because of the fact that they have to share limited resources or work activities, or because they have differences in status, goals, values, or perceptions.

## 3. Work Stress

### a. Understanding Job Stress

Several concepts of stress explained by the author which basically have the same meaning. Work stress is described as an adjustment response that is motivated by individual differences or psychological processes, where this response is external (environmental), situations, events that place excessive psychological/physical requirements on a person. Stress

is a state of interaction between a person and their work, which is characterized by a person's self which forces them to deviate.

(Effendi, 2012) says that work stress is tension or emotional pressure experienced by someone who is facing enormous demands, obstacles and very important opportunities that can affect a person's emotions, thoughts and physical condition. Job stress can be described as a feeling of discomfort felt by individuals whose abilities and resources cannot cope with the demands, events and situations in their workplace. Stress as an unpleasant condition is caused by a person not having confidence in whether he can overcome the challenges he faces.

#### 4. Employee Performance

##### a. Definition of Employee Performance

Employee performance is the result of the quality and quantity of work carried out by employees in carrying out their duties in accordance with the responsibilities assigned to them. Meanwhile, according to (Panjaitan, 2022), performance is the result of an employee's actions in accordance with their work and is supervised by certain individuals, namely supervisors or managers and organizational supporters. Performance is an assessment of how someone works towards a given goal.

Performance is the ability to complete a task or job. A person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what will be done and how to do it.

### **RESEARCH METHODS**

This research uses data analysis techniques, namely the SPSS Version 26 program. The following are the data analysis techniques used:

#### 1. Descriptive Analysis

Descriptive analysis in this research is to provide an overview or description of data which is seen from the average (mean), standard deviation, maximum and minimum values. Descriptive statistics are intended to provide an overview of the distribution and behavior of the sample data.

#### 2. Data Quality Test

##### a. Validity test

The status (construct) question items are assessed for validity to see whether they can be integrated to categorize variables. Because after the integrated measuring instrument has received a validity test with  $r_{count} > r_{table}$  at an alpha level of 5% or 0.05, it is said to be valid (Ghozali, 2019). The following are the conditions used in the validity test:

- 1) If  $r_{count} > r_{table}$ , then the question item is valid.
- 2) If  $r_{count} < r_{table}$ , then the question item is invalid.

##### b. Reliability Test

The Reliability Test is intended to measure a questionnaire which is an indicator of a variable. Reliability is measured by the Cronbach Alpha ( $\alpha$ ) statistical test. A variable is said to be reliable if it provides a Cronbach Alpha value of 0.60.

#### 3. Classic Assumption Test

##### 1. Normality Test

According to (Priyatno, 2019), the Normality Test is carried out to test whether the values that have been produced through regression are normally distributed or not. The regression model can be said to be good if the values are normally distributed. The normality test includes using the One Sample Kolmogorov-Smirnov method, the method is by looking at the results of the significance value. If the significance value is more than 0.05 then the data is declared to be normally distributed, if the significance value is less than 0.05 then the data is declared not to be normally distributed.

## 2. Multicollinearity Test

According to (Priyatno, 2019), the Multicollinearity Test is a situation where there is a perfect or near perfect linear relationship between the independent variables in the regression model. The purpose of the multicollinearity test is to test whether the regression model finds a correlation between the independent variables. A good regression model should be free from correlation between independent variables. Variables that have multicollinearity will have a tolerance value that is smaller than 0.1 or a VIF value that is greater than 10.

## 3. Multiple Linear Regression Test

(Sugiyono, 2020) says that the multiple linear regression test aims to predict the condition (up and down) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (increasing and decreasing their values). So multiple regression analysis will be carried out if the number of independent variables is at least two.

Multiple linear regression analysis is used to test whether the independent variable has a positive influence on the dependent variable partially or simultaneously.

With the following equation formula:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Where:

Y = Employee Performance

a = Constant

b<sub>1</sub>b<sub>2</sub> = Regression Coefficient

X<sub>1</sub> = Conflict

X<sub>2</sub> = Work Stress

e = error

## 4. Coefficient of Determination Test (R<sup>2</sup>)

According to (Priyatno, 2019) the Coefficient of Determination (R<sup>2</sup>) is to show the coefficient of determination. The number resulting from the calculation (R<sup>2</sup>) is converted into a percentage, which means the percentage contribution of the influence of the independent variable to the dependent variable.

If the value of the coefficient of determination (R-squared) in an estimate is close to one (1), then it can be said that the dependent variable is well explained by the independent variable. And conversely, if the coefficient of determination (R-Squared) is away from one (1) or close to zero (0), the less well the independent variable explains the dependent variable.

H. Hypothesis Testing

1. T-test

(Ghozali, 2019) said that the Partial Test is used to find out how much influence an independent variable individually has in explaining the dependent variable. In other words, the t test is used to determine each independent variable against the dependent variable. If  $t_{count} > t_{table}$  or  $t_{test} < 0.05$  then it can be concluded that individually the independent variable has a significant effect on the dependent variable

2. F-test

(Ghozali, 2019), said that the simultaneous F test was used to find out whether there was a joint influence between the independent variables (company size, profitability and executive compensation) on the dependent variable.

There are 2 ways that can be used as a reference for conducting hypothesis testing in the F test, namely as follows:

a. Based on the significance value of the Anova output

1) If the sig value.  $< 0.05$  then the hypothesis is accepted, meaning that variables X1 and X2 simultaneously influence variable

2) If the Sig.  $> 0.05$  then the hypothesis is rejected, meaning variables X1 and

**RESULTS AND DISCUSSION**

**A. Research results**

1. Respondent Characteristics

a. Gender

Table 4. 1.  
Respondent Characteristics

No	Gender	Frequency Respondent	Percentage
1	Man	15	46.9
2	Woman	17	53.1
	Number of Respondents	32	100.0

primary data sources processed 2024

Table 4.1 shows that in this study there were 15 men or (46.9%) and 17 women or (53.1%)

b. Age

Age is the time that has passed since birth. For example, a human's age is said to be fifteen years, measured from the time he is born until the time that age is calculated.

Table 4.2  
Respondent Characteristics by Age

Age	Frequency (number of people)	Percentage
< 20 Tahun	2	6.3
> 41 Tahun	6	18.8
20-25 Tahun	7	21.9
26-30 Tahun	6	18.8
31-35 Tahun	3	9.4
36-40 Tahun	8	25.0
Total	32	100.0

Table 4.2 shows that 2 people were aged < 20 years (6.3%), 6 people aged > 41 years (18.8%), 7 people aged 20-25 years (21.9%) , those aged 26-30 years were 6 people or (18.8%), those aged 31-35 years were 3 people or (9.4%), and those aged 36-40 years were 8 people or (25.0 %).

c. Last education

The last level of education is a person's last level of work which is explained in the following data.

Table 4.3  
Respondent Characteristics based on Last Education

Last Education	Frequency (number of people)	Percentage
Diploma	3	9.4
S1	19	59.4
S2	1	3.1
SLTA	9	28.1
Total	32	100.0

Table 4.3 shows that the last level of education for diploma graduates was 3 people or (9.4%), the last education was bachelor's degree as many as 19 people (59.4%), the last education was 1 person for master's degree or (3.1%), high school graduates. as many as 9 people or equal to (28.1%).

d. Length of work

Length of work is how long a person works at the agency where he works.

Table 4.4

Characteristics of Respondents based on Length of Work

Length of work	Frequency (number of people)	Percentage
< 1 Tahun	4	12.5
> 11 Tahun	5	15.6
1-5 Tahun	11	34.4
6-10 Tahun	12	37.5
Total	32	100.0

Table 4.4 shows that respondents who have worked for < 1 year are 4 people (12.5%), then 5 people have worked for > 11 years (15.6%), 11 people have worked for 1-5 years or as many as (34.4%), 12 people have worked for 6-10 years or (37.5%).

2. Descriptive Analysis

Table 4.5

Descriptive Analysis Results

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Conflict	32	37.00	49.00	42.8438	3.31282
Work Stress	32	44.00	57.00	51.2500	3.35049
Employee Performance	32	29.00	39.00	33.9062	3.01993
Valid N (listwise)	32				

Source: Data processed in 2024

In table 4.5, the number of respondents to this study was 32 people consisting of men and women. From this data, the minimum value for Conflict is 37.00 and the maximum value is 49.00 with an average of 42.8438 and a standard deviation of 3.31282 and for the Job Stress variable, the minimum value is 44.00 and the maximum value is 57.00 with an average of 51.2500 and a standard deviation of 3.35049. , and for the Employee Performance variable, a minimum value of 29.00 was obtained and a maximum value of 39.00 with an average of 33.9062 and a standard deviation of 3.01993.

3. Data Quality Test

a. Validity test

Conditions used in the validity test:

- 1) If  $r\text{-count} > r\text{-table}$ , then the question item is valid.
- 2) If  $r\text{-count} < r\text{-table}$ , then the question item is invalid.



The following is a table of validity test results.

1) Validity Test of Conflict Variables (X1)

Table 4.9  
Conflict Validity Test Results

Variable	r value Table	r Value Calculate	Information
X1.1	0,3494	.691	Valid
X1.2	0,3494	.647	Valid
X1.3	0,3494	.552	Valid
X1.4	0,3494	.683	Valid
X1.5	0,3494	.756	Valid
X1.6	0,3494	.574	Valid
X1.7	0,3494	.452	Valid
X1.8	0,3494	.559	Valid
X1.9	0,3494	.715	Valid
X1.10	0,3494	.543	Valid

Source: Data processed 2024

In table 4.9, the calculated r value for the indicator X1.1 is 0.691, X1.2 is 0.647, X1.3 is 0.552, X1.4 is 0.683, X1.8 is 0.559, X1.9 is 0.715, X1.10 is 0.543

Based on the calculated r value obtained above, all indicators of the variable

2) Test the Validity of the Job Stress Variable (X2)

Table 4.10  
Job Stress Validity Test Results

Variabel	Nilai r Tabel	Nilai r Hitung	Keterangan
X2.1	0,3494	.678	Valid
X2.2	0,3494	.685	Valid
X2.3	0,3494	.552	Valid
X2.4	0,3494	.724	Valid
X2.5	0,3494	.400	Valid
X2.6	0,3494	.692	Valid
X2.7	0,3494	.480	Valid
X2.8	0,3494	.359	Valid
X2.9	0,3494	.372	Valid
X2.10	0,3494	.596	Valid
X2.11	0,3494	.547	Valid
X2.12	0,3494	.452	Valid

In table 4.10, the calculated r value for indicator X2.1 is 0.565, X2.2 is 0.679, X2.3 is 0.665, X2.4 is 0.528, X2.5 is 0.403, , X2.8 is 0.403, X2.9 is, X2.10 is, X2.11 is, X2.12 is Based on the calculated r value obtained above, all indicators of the variable.

3) Test the Validity of Employee Performance Variables (Y)

Table 4.11  
Employee Performance Validity Test Results

Variabel	Nilai r Tabel	Nilai r Hitung	Keterangan
Y1.1	0,3494	.679	Valid
Y1.2	0,3494	.775	Valid
Y1.3	0,3494	.647	Valid
Y1.4	0,3494	.792	Valid
Y1.5	0,3494	.658	Valid
Y1.6	0,3494	.675	Valid
Y1.7	0,3494	.677	Valid
Y1.8	0,3494	.489	Valid

In table 4.1, the calculated r value for the Y1.1 indicator is 0.679, Y1.2 is 0.775, Y1.3 is 0.647, Y1.4 is 0.792, Y1.5 is 0.658, Y1.6 is 0.675, Y1.7 is 0.677 , and Y1.8 of 0.489. Based on the calculated r value obtained above, all indicators of the Y1 variable can be said to be valid because they have fulfilled the requirements of the validity test, where the calculated r value > table r value is 0.3494

b. Reliability Test

A variable is said to be reliable if it provides a Cronbach Alpha value of 0.60.

Table 4.12  
Reliability Test Results

Variabel	Cronbach Alpha	Tingkat Signifikan	Keterangan
Konflik	.782	0,60	Realibel
Stress Kerja	.811	0,60	Realibel
Kinerja Pegawai	.822	0.60	Realibel

Table 4.12 shows that the Cronbach's alpha value obtained for the Conflict variable (X1) is 0.782, the Work Stress variable (X2) is 0.811, and the Employee Performance variable (Y1) is 0.822.

Based on the above, it can be concluded that the Conflict, Job Stress and Employee Performance variables can be said to be Reliable because they meet the requirements for a Cronbach's alpha value > 0.60.

#### 4. Classic Assumption Test

##### a. Normality test

If the significance value is more than 0.05 then the data is declared to be normally distributed. If the significance value is less than 0.05 then the data is declared not to be normally distributed

Table 4.13  
Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		32
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.51623192
Most Extreme Differences	Absolute	.115
	Positive	.065
	Negative	-.115
Test Statistic		.115
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance.		

In table 4.13, using the One-Sample Kolmogorov-Smirnov Test statistical test, shows the significance value of Asymp. Sig. (2-tailed) is  $0.200 > 0.05$ , so it can be concluded that the data is normally distributed.

##### b. Multicollinearity Test

A good regression model should be free from correlation between independent variables. Variables that have multicollinearity will have a tolerance value that is smaller than 0.1 or a VIF value that is greater than 10.

Table 4.14  
Multicollinearity Test Results

Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-6.753	4.532		-1.490	.147		
	Konflik	.517	.105	.567	4.932	.000	.658	1.520
	Stress Kerja	.361	.104	.401	3.488	.002	.658	1.520
a. Dependent Variable: Kinerja Pegawai								

Table 4.14 shows that the tolerance value for the Conflict and Work Stress variables is  $.658 > 0.10$ , and the VIF value for Conflict and Work Stress is  $1.520 < 10$ , so it can be concluded that this research variable does not have multicollinearity.

### 5. Multiple Linear Regression Test

Multiple linear regression analysis is used to test whether the independent variable has a positive influence on the dependent variable partially or simultaneously.

With the following equation formula:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Table 4.15  
Multiple Linear Regression Test Results

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.753	4.532		-1.490	.147
	Konflik	.517	.105	.567	4.932	.000
	Stress Kerja	.361	.104	.401	3.488	.002

a. Dependent Variable: Kinerja Pegawai

The equation of multiple linear regression in table 4.15 above is:

$$Y = -6.753 + 0.517X_1 + 0.361X_2$$

- 1.) (a) The constant value is -6,753, which means that if the Conflict and Work Stress value is 0, then the Employee Performance (Y) value is -6,753.
- 2.) (b1) The Regression Coefficient for the Conflict Variable (X1) is 0.517, meaning that if Conflict increases by 1% then the Employee Performance variable (Y) will increase by 0.517.
- 3.) (b2) The Regression Coefficient for the Job Stress Variable (X2) is 0.361, meaning that if Job Stress increases by 1%, then the Employee Performance variable (Y) will increase by 0.361.

### 6. Coefficient of Determination Test (R<sup>2</sup>)

If the value of the coefficient of determination (R-squared) in an estimate is close to number one (1), then it can be said that the dependent variable is well explained by the independent variable. And conversely, if the coefficient of determination (R-Squared) is away from one (1) or close to zero (0), the less well the independent variable explains the dependent variable.

Table 4.16  
Coefficient of Determination Test Results ( $R^2$ )

<b>Model Summary<sup>b</sup></b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 <sup>a</sup>	.748	.731	1.56764
a. Predictors: (Constant), Stress Kerja, Konflik				
b. Dependent Variable: Kinerja Pegawai				

Table 4.16 shows that the number R = 0.865 which shows that the relationship between variable Which shows that the Employee Performance variable can be explained by the Conflict and Work Stress variables of 74.8%, while the remaining 25.2% can be explained by other variables not found in this research.

### C. Hypothesis Testing

#### 1. T-test

If  $t \text{ count} > t \text{ table}$  or the significance value of the t test  $< 0.05$  then it can be concluded that individually the independent variable has a significant effect on the dependent variable.

Table 4.17  
T Test Results

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-6.753	4.532		-1.490	.147
	Konflik	.517	.105	.567	4.932	.000
	Stress Kerja	.361	.104	.401	3.488	.002
a. Dependent Variable: Kinerja Pegawai						

In table 4.17, it shows that the T value for Conflict (X1) is 4,932 > the T table value is 2.04841 and the significance value is 0.000 < 0.05, so the Conflict variable has a significant positive effect on Employee Performance and the T value for Work Stress (X2) is 3,488 > T Table value is 2.04841 and the significance value is 0.002 < 0.05, then the Job Stress variable has a significant positive effect on Employee Performance.

Based on the results above, it can be concluded that the first hypothesis is accepted, meaning that conflict (X1) has a positive and significant effect on employee performance (Y) at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency. And the second hypothesis is also accepted in the sense that Job Stress (X2) has a Positive and Significant effect on Employee Performance (Y) at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency.

## 2. F-test

There are 2 ways that can be used as a reference for conducting hypothesis testing in the F test, namely as follows:

Table 4.18  
F Test Results

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	211.451	2	105.726	43.021	.000 <sup>b</sup>
	Residual	71.268	29	2.458		
	Total	282.719	31			
a. Dependent Variable: Kinerja Pegawai						
b. Predictors: (Constant), Stress Kerja, Konflik						

Based on the SPSS ANOVA table output above, it is known that the calculated F value is 43.021. Because the calculated F value is  $43.021 > F$  table 3.328, then in accordance with the basis for decision making in the F test it can be concluded that the third hypothesis is accepted or in other words X1 (Conflict) and X2 (Work Stress) simultaneously influence Y (Employee Performance) in the Office Bajiminasa Village, Rilau Ale District, Bulukumba Regency. The table above also shows that the significance level is  $<0.05$ , so it can be said that Conflict and Work Stress simultaneously (together) have an influence on Employee Performance, with a probability of 0.000. Because the probability is much smaller than the significant value of 0.05, the regression model can be used to predict the level of employee performance.

## CONCLUSION

The conclusions in this research are based on the results of the analysis of the data obtained, namely:

1. Partially, the Conflict variable has a significant positive effect on employee performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency.
2. Partially, the Job Stress variable has a significant positive effect on employee performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency
3. Simultaneously, the Conflict and Work Stress variables have a significant positive effect on employee performance at the Bajiminasa Village Office, Rilau Ale District, Bulukumba Regency.

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