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**Performance of Employees Due to Work Conflict at  
PD Horas Jaya Market, Pematangsiantar City**

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**Abstract**

The purpose of this research is to know the impact of work conflict on employee performance. The approach used in the research design is a qualitative descriptive approach and a quantitative descriptive approach. This study uses a test of validity, reliability, normality, simple linear regression, correlation and determination, t test with the results of the study that is a negative and significant influence between work conflict on employee performance and the level of the relationship being. The amount of the contribution of the communication variable to the performance is 18%. There is a moderate relationship between work conflict variables and employee performance as determined by the correlation coefficient and determination. The t test calculation results show that H0 is rejected, indicating that work conflict has a negative and significant effect on employee performance.

**Keywords:** Work Conflict, Employee Performance

## **1. INTRODUCTION**

### **A. Problem Background**

The Horas Jaya Pematangsiantar Market Regional Company was formed in accordance with Regional Regulation Number 5 of 2014 concerning regional companies whose task is to supervise, manage, and control traditional markets in Pematangsiantar City, so that the realization of comfortable and orderly traditional market conditions is expected for all employees to perform well.

The performance of employees at PD Pasar Horas Jaya Pematangsiantar is regulated in Government Regulation Number 30 of 2019, concerning the Work Performance Assessment of Civil Servants which consists of Employee Work Targets (SKP) covering elements of quality, quantity, cost and time, as well as Work Behavior (PK) covering elements of service orientation, work initiative, commitment, cooperation and leadership. The phenomenon in the dimensions of employee work targets (SKP) where there are still employees who are less thorough in completing work; and in the dimension of work behavior there are still some unfriendly employees in providing services to the community.

Work conflict also affects employee performance. This is in accordance with the results of the study (Panggabean et al., 2019), which shows that work conflict has a negative effect on employee performance. Work conflict has three dimensions, namely conflict within a person, conflict between groups, and conflict across cultures. The phenomenon in the dimensions of conflict between groups, where there is a lack of communication and do not help each other in completing the work; and on the cross-cultural conflict dimension, where employees differ in terms of age, ethnicity, education and working methods of the employees themselves.

### **B. Problem Formulation**

The research problem is formulated, namely how much employee performance is affected by work conflict?

### **C. Research purposes**

The purpose of the study is to find out how much employee performance is affected by work conflict

## **2. THEORITICAL REVIEW**

### **A. Work Conflict**

Conflict is an intra-individual event that causes frustration, goal abnormalities and role differences. Conflict within the company but cannot be avoided but can be minimized for company goals so that employees think critically, apathetically and productively (Luthans, 2006).

According to (Wirawan, 2017), the causes of conflict are as follows:

#### **1. Limited Resources**

Humans basically always experience limited resources needed to support each other's life. These limitations lead to compensation among people who do not get the resources they need and this often leads to conflict.

## 2. Different Goals

Conflicts that occur because the parties involved in the conflict have different goals. Conflict can also occur because the goals of the parties involved in the conflict are the same but to achieve them are different.

## 3. Interdependence or Task Interpedation

Conflict can occur because the parties to the conflict have tasks that are dependent on each other.

According to (Kreitner & Kinicki, 2015), the characteristics of the conflict are divided into 3 (three), namely:

1. Conflict within a person is an internal conflict within a person because he must have conflicting goals.
2. Intergroup conflict is a conflict that occurs because each group pursues the interests or goals of the group.
3. Cross-cultural conflicts are conflicts that arise because of cultural differences.

## B. Performance

Performance is a general term used for part or all of the actions or activities of an organization over a period with reference to a number of standards such as past costs, management responsibility or accountability and the like. (Zainal et al., 2014).

according to (Mathis & Jackson, 2006), There are three main factors that affect employee performance, namely:

### 1. Individual's ability to do the job

The individual abilities of these employees include talents, interests and personality factors. The employee's individual ability level is the raw material possessed by an employee such as knowledge, understanding. Abilities, interpersonal skills and technical skills.

### 2. The level of effort expended

Employees' efforts for the company are work ethics, attendance, and motivation. The level of effort is a picture of the motivation shown by employees to complete a good job.

### 3. Organizational support

In organizational support, it means what facilities the company provides for employees. In achieving organizational goals, an employee must know what things are his obligations and in this case an employee must be able to understand the goals of the organization and an employee must have the power of thought and creativity in the form of ideas related to organizational goals.

In accordance with Government Regulation of the Republic of Indonesia Number 30 of 2019 concerning Performance Assessment of Civil Servants. Performance Assessment of Civil Servants combines SKP (Employee Performance Goals) and PK (Performance Behavior) with a weight rating of each element<sup>24</sup> the SKP assessment of 60% and work behavior assessment of 40% (Article 41 paragraph 2 PP No. 30 of 2019 ). In general, the Performance Assessment of Civil Servants is divided into 2 (two) elements, namely:

1. Employee Performance Target (SKP)

Employee performance targets are work plans and work targets to be achieved by a civil servant and are carried out based on a certain period of time. The employee's work targets include the following aspects:

- a. Quantity is a measure of the amount or amount of work achieved by an employee.
- b. Quality is a measure of the quality of each work achieved by an employee.
- c. Time is the amount of the budget used for each work by an employee.
- d. Costs are funds needed to complete activities and do not always have to have performance targets that are adjusted to the type and characteristics of the activities carried out.

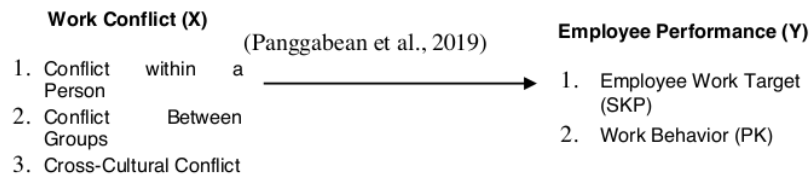
2. Work Behavior (PK)

Work behavior is the attitude and behavior of a Civil Servant that should be carried out by a Civil Servant which should be carried out in accordance with the provisions of the applicable laws and regulations. The elements of work behavior consist of:

- a. Service Orientation is the attitude and behavior of Civil Servants in providing the best service to those served, including the community, superiors of co-workers, related work units, and other companies.
- b. Commitment is the willingness and ability of a civil servant to be able to balance between attitudes and actions to realize organizational goals by prioritizing one's own interests and groups.
- c. Work initiative is the ability to act in accordance with the values, norms and ethics in the organization without being ordered.
- d. Cooperation is the willingness and ability of a civil servant to cooperate with colleagues, superiors, subordinates both in their work units and other agencies in completing a task and responsibility and what they carry.
- e. Leadership is the willingness and ability of civil servants to motivate and influence subordinates or other people related to their field of work in order to achieve organizational goals.

**C. Framework of thinking**

The framework of thinking is illustrated in the following figure:



**Figure 2.1**  
**Framework of thinking**

## D. Hypothesis

The research hypotheses are:

1.  $H_0 = 0$ , meaning that there is no negative and significant effect between work conflict on employee performance
2.  $H_a \neq 0$ , meaning that there is a negative and significant influence between work conflict on employee performance

## 3. RESEARCH METHODS

### A. Research design

The research design that the author uses is a qualitative descriptive approach and a quantitative descriptive approach.

### B. Population And Sample

The population of this research is All permanent employees are 23 people and all of them are used as samples.

### C. Data analysis technique

#### 1) Validity test

Baimfind out whether the questionnaire instrument is relevant. If the correlation coefficient is more than 0.30, then the instrument items are declared valid.

#### 2) Reliability Test

Aims to find out whether the questionnaire instrument is consistent. If the value of Cronbach's Alpha if Item Deleted is greater than 0.70, it is said to be reliable.

#### 3) Normality test

The data is said to be normally distributed, if the value of asymmp.sig. (2 tailed) is greater than 0.05.

#### 4) Simple Linear Regression

The regression equation is formulated:  $Y = a + b X$

#### 5) Correlation Coefficient and Determination

Used to determine whether or not the relationship between work conflict and employee performance is strong. The results of the calculation of the correlation coefficient are related to the following table:

**Table 3.1**

**Criteria for the Level of Relationship Between Variables**

| Interval Koefisien | Tingkat Hubungan                      |
|--------------------|---------------------------------------|
| 0,00 – 0,199       | Sangat Rendah/ Negligible Correlation |
| 0,20 – 0,399       | Rendah/ Low Correlation               |
| 0,40 – 0,599       | Sedang/ Moderately Correlation        |
| 0,60 – 0,799       | Kuat/ Moderately High Correlation     |
| 0,80 – 1,000       | Sangat Kuat/ High Correlation         |

Source: (Sugiyono, 2013)



To measure how much service quality explains customer loyalty, the coefficient of determination is used.

#### 6) Hypothesis testing

Hypothesis testing tool through t test. The results of tcount are compared with the results of ttable with a significance of 5% with  $df = n-2$ . If  $t_{count} > t_{table}$  or significance 0.05,  $H_0$  is rejected, meaning that work conflict has a negative and significant effect on employee performance, and or vice versa.

### 4. ANALYSIS AND EVALUATION

#### A. Analysis

##### [1] Validity test

The results of the calculation of the validity of the data are as follows:

**Table 4.1**

**Validity Test**

| Variabel            | Dimensi                         | $r_{hitung}$ | $r_{kritis}$ | Keterangan |
|---------------------|---------------------------------|--------------|--------------|------------|
| Konflik Kerja (X)   | 1. Konflik dalam Diri Seseorang | 0,813        | 0,3          | Valid      |
|                     |                                 | 0,813        | 0,3          | Valid      |
|                     |                                 | 0,721        | 0,3          | Valid      |
|                     |                                 | 0,703        | 0,3          | Valid      |
|                     | 2. Konflik Antar Kelompok       | 0,813        | 0,3          | Valid      |
|                     |                                 | 0,703        | 0,3          | Valid      |
|                     |                                 | 0,761        | 0,3          | Valid      |
|                     |                                 | 0,703        | 0,3          | Valid      |
|                     | 3. Konflik Lintas Budaya        | 0,703        | 0,3          | Valid      |
|                     |                                 | 0,813        | 0,3          | Valid      |
|                     |                                 | 0,721        | 0,3          | Valid      |
|                     |                                 | 0,703        | 0,3          | Valid      |
| Kinerja Pegawai (Y) | 1. Sasaran Kerja Pegawai        | 0,478        | 0,3          | Valid      |
|                     |                                 | 0,543        | 0,3          | Valid      |
|                     |                                 | 0,671        | 0,3          | Valid      |
|                     |                                 | 0,712        | 0,3          | Valid      |
|                     |                                 | 0,719        | 0,3          | Valid      |
|                     |                                 | 0,482        | 0,3          | Valid      |
|                     |                                 | 0,752        | 0,3          | Valid      |
|                     |                                 | 0,652        | 0,3          | Valid      |
|                     | 2. Perilaku Kerja               | 0,749        | 0,3          | Valid      |
|                     |                                 | 0,482        | 0,3          | Valid      |
|                     |                                 | 0,745        | 0,3          | Valid      |
|                     |                                 | 0,543        | 0,3          | Valid      |
|                     |                                 | 0,731        | 0,3          | Valid      |
|                     |                                 | 0,731        | 0,3          | Valid      |
|                     |                                 | 0,747        | 0,3          | Valid      |
|                     |                                 | 0,719        | 0,3          | Valid      |

##### [2] Reliability Test

The results of the calculation of data reliability are as follows:

**Table 4.2**  
**Reliability Test**

| Variabel                        | Dimensi                         | Croanbach's Alpha if item Deleted | Croanbach Alpha | Keterangan |
|---------------------------------|---------------------------------|-----------------------------------|-----------------|------------|
| Konflik Kerja (X <sub>2</sub> ) | 1. Konflik dalam Diri Seseorang | .879                              | 0,70            | Reliabel   |
|                                 |                                 | .879                              | 0,70            | Reliabel   |
|                                 |                                 | .880                              | 0,70            | Reliabel   |
|                                 |                                 | .880                              | 0,70            | Reliabel   |
|                                 | 2. Konflik Antar Kelompok       | .879                              | 0,70            | Reliabel   |
|                                 |                                 | .880                              | 0,70            | Reliabel   |
|                                 |                                 | .885                              | 0,70            | Reliabel   |
|                                 |                                 | .890                              | 0,70            | Reliabel   |
|                                 | 3. Konflik Lintas Budaya        | .880                              | 0,70            | Reliabel   |
|                                 |                                 | .879                              | 0,70            | Reliabel   |
|                                 |                                 | .880                              | 0,70            | Reliabel   |
|                                 |                                 | .890                              | 0,70            | Reliabel   |
| Kinerja Pegawai (Y)             | 1. Sasaran Kerja Pegawai        | .882                              | 0,70            | Reliabel   |
|                                 |                                 | .892                              | 0,70            | Reliabel   |
|                                 |                                 | .882                              | 0,70            | Reliabel   |
|                                 |                                 | .892                              | 0,70            | Reliabel   |
|                                 |                                 | .882                              | 0,70            | Reliabel   |
|                                 |                                 | .890                              | 0,70            | Reliabel   |
|                                 |                                 | .891                              | 0,70            | Reliabel   |
|                                 |                                 | .888                              | 0,70            | Reliabel   |
|                                 | 2. Perilaku Kerja               | .882                              | 0,70            | Reliabel   |
|                                 |                                 | .892                              | 0,70            | Reliabel   |
|                                 |                                 | .882                              | 0,70            | Reliabel   |
|                                 |                                 | .879                              | 0,70            | Reliabel   |
|                                 |                                 | .879                              | 0,70            | Reliabel   |
|                                 |                                 | .880                              | 0,70            | Reliabel   |
|                                 |                                 | .880                              | 0,70            | Reliabel   |
|                                 |                                 | .879                              | 0,70            | Reliabel   |

**[3] Normality test**

The results of the calculation of the normality of the data are as follows:

**Table 4.3**

**Normality test**

**One-Sample Kolmogorov-Smirnov Test**

|                          |                | conflict | performance |
|--------------------------|----------------|----------|-------------|
| N                        |                | 23       | 23          |
| Normal Parameters,,b     | Mean           | 37.1304  | 55.6087     |
|                          | Std. Deviation | 5.37083  | 6.41546     |
| Most Extreme Differences | Absolute       | .088     | .093        |
|                          | Positive       | .088     | .070        |
|                          | Negative       | -.080    | -.093       |
| Kolmogorov-Smirnov Z     |                | .421     | .445        |
| asyp. Sig. (2-tailed)    |                | .994     | .989        |

a. Test distribution is Normal.

b. Calculated from data.

Based on the table above, it can be seen that the Asymp Sig (2-Tailed) on the work conflict variable is 0.994 and the employee performance is 0.989 > 0.05, so it can be declared normally distributed



#### [4] Simple Linear Regression Analysis

This study aims to analyze the effect of service quality on service loyalty. The analysis is carried out by performing calculations using the SPSS application as follows:

**Table 4.4**

**Simple Linear Regression Results**  
Coefficients<sup>a</sup>

| Model | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|-------|-----------------------------|------------|---------------------------|-------|------|
|       | B                           | Std. Error | Beta                      |       |      |
| 1     | (Constant)                  | 74.438     |                           | 8.411 | .000 |
|       | conflict                    | -.507      | .236                      | -.425 | .043 |

a. Dependent Variable: performance

Based on the table above, the regression model is  $Y = 74,438 - 0,507 X$  means that work conflict has a negative effect on employee performance.

#### [5] Correlation and Determination Analysis

Calculation of correlation coefficient and determination explains the relationship between research variables as follows:

**Table 4.5**

**Correlation and Determination**  
Model Summary<sup>a</sup>

| Model | R     | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------|----------|-------------------|----------------------------|
| 1     | .425a | .180     | .141              | 5.94527                    |

a. Predictors: (Constant), conflict

The calculation results obtained  $r = 0.425$ , which means that there is a moderate relationship between work conflict and employee performance. Furthermore, the coefficient of determination  $= 0.180$  means that 18% of employee performance is explained by work conflict, and the remaining 82% is explained by other things that are not discussed in this study.

#### [6] Hypothesis testing

From table 4.4. above, the value of tcount is  $-2.149 < t_{table}$  with dk (0.05;21) of 2.07961, or with a significance of  $0.043 < 0.05$ , which means that  $H_0$  is rejected, meaning that work conflict has a negative and significant effect on employee performance.

#### B. Evaluation

##### [1] Work Conflict

Based on the results of the questionnaire in the study, it can be concluded that the work conflict at PD Pasar Horas Jaya Pematangsiantar City with an average value of 3.00 with a fairly high answer category. In this case, there are still below average indicators.

On the dimension of conflict within a person on the task demands indicator is at a value of 2.82

with a fairly high answer criterion. The solution to this is for employees not to play with cellphones and leave the office during working hours.

On the dimension of inter-group conflict with indicators of inter-group conflict in pursuing group interests, the average score is 2.69 with quite high answer criteria. The way to overcome this is that the leader should provide direction or motivation to employees so that they work together and respect each other among fellow employees.

In the dimension of cross-cultural conflict with indicators of different ways of thinking, the average score is 2.86 with quite high answer criteria. The way to overcome this is that the leader should place employees and provide work according to the fields and abilities of each employee. The indicator of the difference in objectives obtained an average of 2.78 with quite high answer criteria. How to overcome this, employees should respect each other's culture and beliefs so that there is no estrangement or difference at work.

## **[2] Employee Performance**

Based on the results of the recapitulation of respondents' answers related to employee performance with an average value of 3.47 with the category of good answers. In this case, there are still below average indicators.

In the dimensions of the employee's work goals with the level of accuracy indicator given is at an average value of 3.43 with good answer criteria, the way to improve it is that employees need to pay more attention to their work so that there are no mistakes in work.

On the work behavior dimension with a service level indicator of 2.82 with a fairly good answer criterion, how to improve it should be polite and friendly employees serving the community or traders who come to the office. The indicator of willingness to work is at an average value of 2.82 with a fairly good answer criteria, how to improve it, employees must be aware of their duties and obligations and employees have maturity in thinking and maturity so that they do not need to be ordered to do work.

## **5. CONCLUSIONS AND SUGGESTIONS**

### **A. Conclusion**

The conclusions drawn by the authors include:

1. The results of the qualitative descriptive analysis on work conflict are in the high enough category and the employee performance variables are in the good category.
2. Based on the value of simple linear regression, work conflict (X) has a negative effect on employee performance (Y).
3. Through the correlation coefficient and determination, there is a moderate relationship between work conflict variables and employee performance.
4. The result of the calculation of the t test obtained that H0 is rejected, meaning that work conflict has a negative and significant effect on employee performance.

### **B. Suggestion**

Suggestions given by the author include:

1. To resolve work conflicts at PD Pasar Horas Jaya, Pematangsiantar City, it is better for the leader to provide direction or motivation to employees so that they work together and respect each other among fellow employees.
2. To optimize employee performance at PD Pasar Horas Jaya Pematangsiantar City, employees should be polite and friendly to serve the community or traders who come to the office and are aware of their duties and obligations and employees have maturity in thinking and maturity so that they do not need to be ordered to do work.

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