

THE EFFECTS OF JOB STRESS, MOTIVATION AND WORK CONFLICT ON EMPLOYEE PERFORMANCE

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Keywords

*employee performance; job stress;
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ABSTRACT

This study aims to analyze the effect of stress levels, work motivation, and work conflict on employee performance at PT Tira Austenite Tbk. The study's population comprised 340 employees, from which a sample of 185 was determined using the Slovin formula and random sampling method. Data analysis was performed using SEM Partial Least Square (SPLS) with the Smart-PLS version 3.0 program, involving two stages: the measurement model and the structural model. The measurement model was tested for validity through convergent validity, discriminant validity, and average variance extracted, while reliability was assessed using composite reliability and Cronbach's alpha. The results of the hypothesis test show that work stress does not have a significant effect on employee productivity, while work conflict has a negative and significant effect. The findings can inform management practices and interventions aimed at improving employee performance, ultimately contributing to more effective workforce management strategies. Furthermore, longitudinal studies that track changes in employee performance over time in response to implemented motivational strategies could provide valuable insights into the long-term effectiveness of such interventions.

INTRODUCTION

Every organization is very important to pay attention to the role of human resources (employees) which are very important assets, both private companies and government institutions for the success of the organization in planning, directing and organizing various operational activities. The importance of the human factor, humanitarian issues within the company need attention from management. Human resource management is part of organizational management that focuses on human resource elements in order to obtain workers who support the achievement of organizational goals by carrying out their work duties. Without the role of employees, operations cannot run, because employees are the drivers of various activities in an organization to be more advanced. Human resources require organizational management to always be proactive and dynamic in all matters, especially those related to human resource management so that they are always in prime condition and effective in carrying out a job to achieve organizational goals (Soelton & Yasinta, 2018).

PT. Tira Austenite, Tbk is one of the leading companies in the steel sector, highly dependent on the performance of its employees to achieve operational targets. However, in recent years, the company has faced challenges related to stress levels, work conflicts, and decreased employee

motivation that affect overall productivity. Therefore, this study aims to analyze the effect of stress levels, work motivation and work conflicts on employee performance at PT. Tira Austenite, Tbk.

Employee performance is one of the key factors in the success of an organization. High employee performance can help companies achieve business goals, increase competitiveness, and maintain operational continuity. However, employee productivity is not free from various challenges in the workplace. Based on the pre-survey as presented in Table 1, it can be seen that there are problems with employee work productivity that are not optimal and there are levels of job stress, work conflict, and motivation. These three factors are often the main concern in human resource management because of their significant impact on individual and organizational performance.

Table 1. Recapitulation of Pre-Survey Results

No.	Statement	Yes	No	Problem
1	I feel psychological pressure at work	75%	25%	Job Stress
2	I feel unmotivated in doing my job	75%	25%	Motivation
3	I feel that I lack the competence related to the tasks given to me	45%	55%	Competence
6	I often feel there is conflict between employees and my role	90%	10%	Work Conflict
7	I have a desire/plan to leave this job	50%	50%	Turnover intention
8	I will continue to work in this company until retirement time arrives	65%	35%	Organizational Commitment
9	I often feel a lack of sincerity in carrying out all work	35%	65%	Sincerity
10	I feel less than optimal in my job performance	80%	20%	Employee Performance

Source : Pre-survey (2023)

Job stress is a psychological condition that arises when employees feel unable to meet work demands or face excessive pressure, which can reduce concentration, increase fatigue, and ultimately affect productivity (Robbins & Judge, 2013). PT. Tira Austenite, Tbk, operating in the steel industry, encounters challenges that require high precision, punctuality, and workload management, leading to increased employee stress, especially without effective management support. Motivation, as described by Mangkunegara & Prabu (2011), is a drive that influences employee enthusiasm, where high work motivation enhances performance, creativity, and initiative, while low motivation results in decreased productivity. Work conflict arises from differences in opinion, interests, or expectations among employees, and can disrupt team collaboration and create a negative work atmosphere, reducing productivity (Gibson et al., 2000). Such conflicts may stem from production pressures, disagreements between managers and employees, or unclear roles, and if not managed properly, they can harm interpersonal relationships and impede organizational goals.

The comparison of existing research reveals notable gaps in understanding the interplay between job stress, motivation, and work conflict in relation to employee performance. For instance, Basit & Hassan (2017) focus solely on the negative impact of job stress without considering the roles of motivation and conflict. Alma'arif et al. (2022) examine the combined effects of these factors but fail to provide a clear differentiation of their individual contributions. Similarly, Puspitasari & Adam (2019) confirm the effects of stress and motivation on performance but neglect the influence of work conflict. Collectively, these studies highlight a lack of comprehensive analysis regarding how these variables interact, leaving room for deeper exploration.

The research presented here would like to address these gaps by analyzing the effects of job stress, motivation, and work conflict on employee performance at PT. Tira Austenite, Tbk. It challenges the prevailing assumption that job stress significantly affects performance, instead highlighting the critical role of work motivation as a driver for improvement and the negative impact of work conflict. Utilizing a quantitative approach with SEM-PLS data analysis, this study provides a nuanced understanding of the relationships among these factors, paving the way for future research on targeted interventions to enhance employee performance.

Based on the description, in order to improve employee performance, this study aims to analyze the effect of work stress, work conflict and work motivation on employee work productivity. The research contributes to the field of organizational behavior and human resource management by providing a detailed analysis of the factors affecting employee performance, specifically focusing on work stress, work conflict, and work motivation. By examining these variables, the study enhances the understanding of how they interact and influence employee productivity. This research can inform organizations about the importance of addressing work motivation as a key driver of performance, while also highlighting that job stress may not significantly impact performance as previously thought. The findings can guide management practices and interventions aimed at improving employee productivity, ultimately contributing to more effective workforce management strategies. Additionally, this study can serve as a foundation for future research exploring the dynamics of employee performance in various organizational contexts.

The hypotheses used were:

- 1) H1: Job stress has a negative and significant effect on employee performance.
- 2) H2: Motivation has a positive and significant effect on employee performance.
- 3) H3: Work conflict has a negative and significant effect on employee performance

METHODS

The research was conducted at PT Tira Austenite Tbk using a quantitative causality design, with primary data collected through a questionnaire. The study's population comprised 340 employees, from which a sample of 185 was determined using the Slovin formula and random sampling method. Data analysis was performed using SEM Partial Least Square (PLS) with the Smart-PLS version 3.0 program, involving two stages: the measurement model and the structural model. The measurement model was tested for validity through convergent validity, discriminant validity, and average variance extracted, while reliability was assessed using composite reliability and Cronbach's alpha. The structural model evaluation aimed to predict relationships between latent variables, focusing on the explained variance assessed through R-squared for endogenous latent constructs. Hypothesis testing involved analyzing the significance of the influence between variables through bootstrapping, with a significance threshold set at a t-statistic value of a minimum of 1.96 and a probability value of 0.05; hypotheses were accepted or rejected based on these criteria.

RESULTS

Measurement Evaluation (Outer Model)

Convergent Validity Testing of reflective measurement indicators is assessed based on the correlation between item scores and construct scores. Individual indicators are considered valid if they have a correlation value above 0.70. However, in scale development research, loading factors of 0.50 to 0.60 are still acceptable. By looking at the output results of the correlation between

indicators and their constructs as shown in Table 2, all indicators have met convergent validity because they have loading factor values above 0.50.

Table 2. Convergent Validity

Variable	Indicator	Outer Loading	Conclusion
Job Stress	JS1	0.794	Valid
	JS2	0.723	Valid
	JS3	0.695	Valid
	JS4	0.783	Valid
Work Motivation	M1	0.802	Valid
	M2	0.700	Valid
	M3	0.521	Valid
	M4	0.841	Valid
	M5	0.634	Valid
	M6	0.826	Valid
	M7	0.553	Valid
Work Conflict	WC1	0.711	Valid
	WC2	0.726	Valid
	WC3	0.692	Valid
	WC4	0.761	Valid
Employee Performance	EP1	0.553	Valid
	EP2	0.686	Valid
	EP3	0.764	Valid
	EP4	0.782	Valid
	EP5	0.770	Valid
	EP6	0.700	Valid

Source : Research Data Processed (2023)

Another method to see validity is to look at the square root of average variance extracted (AVE) value. Each construct with a correlation between the construct and other constructs in the model can be said to have a good discriminant validity value.

Table 3. Average Variance Extracted (AVE)

Variable	Average Variance Extracted (AVE)	Conclusion
Work Stress	0.562	Valid
Work Motivation	0.500	Valid
Work Conflict	0.523	Valid
Employee Performance	0.509	Valid

Source : Research Data Processed (2023)

Validity testing with discriminant validity is based on the cross loading between the indicator and its construct. An indicator can be declared valid if it has the highest loading factor to the intended construct compared to the loading factor to other constructs. Thus, the latent construct predicts the indicators in their block better than the indicators in other blocks. Based on Table 4, it can be seen that each indicator has the largest loading factor when related to its construct, so this shows that all indicators have been tested and are valid.

Table 4. Discriminant Validity

	Job Stress	Motivation	Work Conflict	Employee Performance
JS1	0.794	0.145	0.235	0.068
JS2	0.723	0.077	0.231	0.027
JS3	0.695	0.151	0.173	0.037
JS4	0.783	0.212	0.099	0.071
M1	0.243	0.802	0.039	0.282
M2	0.142	0.700	0.118	0.195
M3	0.017	0.521	0.148	0.373
M4	0.173	0.841	0.166	0.397
M5	0.163	0.634	0.190	0.175
M6	0.191	0.826	0.171	0.387
M7	0.177	0.553	0.161	0.080
WC1	0.254	0.091	0.711	0.142
WC2	0.044	0.004	0.726	0.189
WC3	0.162	0.021	0.692	0.119
WC4	0.313	0.305	0.761	0.192
EP1	0.161	0.271	0.098	0.553
EP2	0.144	0.256	0.330	0.686
EP3	0.081	0.355	0.198	0.764
EP4	0.093	0.313	0.120	0.782
EP5	0.025	0.385	0.117	0.770
EP6	0.031	0.286	0.103	0.700

Source : Research Data Processed (2023)

Composite reliability and Cronbach's alpha testing aims to test the reliability of the instrument in a research model. If all latent variables have a composite reliability value or Cronbach's alpha greater than 0.7, it means that the construct has good reliability or the questionnaire used as a measuring instrument in this study is reliable or consistent.

Tabel 5. Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Job Stress	0.765	0.837	Reliable
Motivation	0.835	0.872	Reliable
Work Conflict	0.702	0.814	Reliable
Employee Performance	0.804	0.860	Reliable

Source : Research Data Processed (2023)

Based on Table 5, composite reliability and Cronbach's alpha show satisfactory values, because all latent variables have composite reliability and Cronbach's alpha values greater than 0.70.

Structural Model Evaluation (Inner Model)

Goodness-fit model

Inner model testing is the development of a concept-based and theory-based model in order to analyze the relationship between exogenous and endogenous variables that have been described in the conceptual framework. The goodness-fit model test is carried out by looking at the R² value.

The model of the influence of independent latent variables (work stress, motivation and work conflict) on employee performance has an R^2 value of 0.776 so that this model is declared good. The goodness of fit test of the structural model on the inner model also uses the predictive-relevance value (Q^2). A Q^2 value greater than 0 (zero) indicates that the model has a good predictive-relevance value.

Hypothesis Testing

To see the significance of variables relationship, based on the value of the T-table at alpha 0.05 is 1.96, then the T-table is compared by the T-statistic or can also compare the P-value at alpha 0.05. If the P-value is smaller than alpha 0.05, then there is a significant influence of the independent variable on the dependent variable or the hypothesis is accepted.

Table 6. Hypothesis Testing Results

Variable Relationship	Original Sample	T-Statistics	P Values	Conclusion
Job Stress > Employee Performance	-0.055	0.616	0.538	Insignificant
Motivation > Employee Performance	0.425	6.430	0.000	Positive Significant
Work Conflict > Employee Performance	-0.179	2.507	0.012	Negative Significant

Source : Research Data Processed (2023)

Based on Table 6, it can be seen that the effect of work stress on employee performance has a t-statistic value of 0.616 which is smaller than 1.96. Based on the p-value of 0.538, it is above 0.050. This shows that work stress does not have a significant effect on employee performance.

The results of testing the effect of motivation on employee performance show an original sample value that is greater than zero. The t-statistic value of 6.430 is above 1.96, while the p-value of 0.000 is below 0.050. This means that motivation has a positive and significant effect on employee performance. This means that hypothesis 2 is accepted.

The results of testing the effect of work conflict on employee performance show an original sample value that is smaller than zero. The t-statistic value of 2.507 is above 1.96, while the p-value of 0.012 is below 0.050. This means that work conflict has a negative and significant effect on employee performance. This means that hypothesis 3 is accepted.

Discussion

The Effect of Work Stress on Employee Performance

The results of the hypothesis test show that work stress does not have a significant effect on employee performance. This contradicts and does not support the results of Buulolo (2021) which states that work stress has a negative and significant effect on employee performance. Aulia (2022) states that work stress has a positive relationship with employee performance, in line with the results of Massie et al. (2018) which states that work stress shows a negative and significant effect on employee performance. Fahmi et al. (2022) state that work stress has a negative and significant effect on employee performance. Wartono (2017) found a positive and significant effect of stress on employee performance.

The results of this study are in accordance with several previous studies, including HIDAYAT et al. (2023), showed that work stress did not have a significant effect on employee performance. The results of research by Ariansy & Kurnia (2022) also showed that work stress and job

satisfaction had a negative and insignificant effect on employee performance. Research by Aniversari & Sanjaya (2022) also concluded that work stress had a positive but insignificant effect on employee performance.

The Influence of Work Motivation on Employee Performance

The research by Prastiwi et al. (2022) shows that work motivation has a significant positive effect on employee performance. Dedali (2023) stated that the correlation coefficient is positive, which can also mean that there is a direct relationship between motivation and employee performance or a very strong relationship. Ify (2024) stated that motivation has a positive effect on quality performance. Results of the study by Fahriana & Sopiah (2022) stated that work motivation greatly influences a person's performance, both intrinsic and extrinsic motivation. The study by Thang & Nghi (2022) has indicated that work motivation has positive and significant effect on employees' performance and job satisfaction.

The Effect of Work Conflict on Employee Performance

The results of this study are in accordance with the results of Raub et al. (2021), who stated that one of the major factors contributing to employee productivity is workplace conflicts, and it was proved by their research that there was a negative and significant effect of workplace conflict toward employee productivity. It was revealed that the main sources of conflict in the organization relate to perception and value problems. Summiati et al. (2024) work conflict and work stress simultaneously have a negative and significant effect on employee work productivity. Pratama & Widiastina (2023) stated that work conflict has a negative and significant effect on work productivity. The results of Ahmad et al. (2021) study also showed that both work conflict and work stress partially and simultaneously have a negative and significant effect on employee work productivity. This shows that if the level of conflict and work stress is low, it will increase the level of work productivity. In contrast to the results of other previous studies, the results of Rossa et al. (2024) showed that work conflict did not have a significant effect on employee performance.

CONCLUSION

Employee performance issues can be addressed by focusing on job stress, motivation, and work conflict, as research indicates that job stress does not significantly affect performance. In contrast, work motivation positively influences performance, while work conflict negatively impacts it. Thus, improving employee motivation, particularly in areas with the highest loading factors, is essential for enhancing performance. Future research could explore the specific types of motivation that effectively influence performance, develop intervention programs to boost motivation, analyze work conflict sources, and implement strategies for conflict resolution. Additionally, longitudinal studies could assess the long-term effects of motivational strategies, and investigations into the moderating effects of organizational culture and leadership styles could provide a deeper understanding of the dynamics affecting employee performance.

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