

# THE EFFECT OF WORK CONFLICT AND WORK STRESS ON THE EMPLOYEE PRODUCTIVITY IN WAROENG SPECIAL SAMBAL (SS) YOGYAKARTA

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## ABSTRACT

*Purpose: This study aims to investigate the effect of Work Conflict and Work Stress on the Employee Productivity. To test the hypotheses, a multiple regression analysis was conducted by employing SPSS 20. A hundred survey data were collected from employees at the central office of Waroeng Special Sambal (SS) Yogyakarta. The results show that Work Conflict has a significant negative effect on Employee Productivity, Work Stress has a significant negative effect on employee productivity, and Work Conflict and Work Stress simultaneously have a significant effect on Employee Productivity. This study suggests several practical and theoretical implications.*

*Keywords. Work Conflict, Work Stress, and Work Productivity.*

## INTRODUCTION

Human resources in a company have a very important role and it can be said that human resources are an important asset in a company. The management must be able to pay attention so that the steps and policies taken can get the opportunity for the human resources owned to be able to advance and develop together with if this is implemented it can achieve the targets set by the company as it should be. Therefore, it is very important to collaborate between companies and human resources owned by employees (Paramita, 2019).

The company basically always strives to be able to get the maximum profit, so that the management must pressure its employees to be able to work extra in order to achieve effective and efficient work productivity in accordance with what is expected by the company. The work productivity of an employee is a very important role for the progress of an organization or company both engaged in services and in the production of goods. With the existence of an effective and efficient employee work productivity, thus it can help a company in achieving the

company's goals or expanding. Work productivity itself is the ability of employees to be able to get the maximum benefit from existing facilities and infrastructure (input) by producing optimal output (Paramita, 2019). However, in increasing work productivity it is often found that there are various inhibiting factors including work conflict and work stress (Paramita, 2019).

The problem of work productivity of an employee is closely related to the achievement of company goals, because labor is one of the important factors and the main factor for a company in achieving the goals that have been set. The lack of work productivity of an employee is caused, among others, by the existence of work conflicts and work stress between fellow employees and company leaders. The failure of a company in an effort to increase the work productivity of an employee is an obstacle that is often faced by every company. Therefore, it can be said that work conflict and work stress are one of the important issues in a company to trigger the creation of work productivity.

This research was conducted at the Head Office of Waroeng Special Sambal

(SS) Yogyakarta with the aim of knowing the effect of Work Conflict and Job Stress on the Work Productivity of employees at the Head Office of Waroeng Special Sambal (SS) Yogyakarta. In addition, there has never been a study with a similar title at the Central Office of Waroeng Special Sambal (SS) Yogyakarta. In order to maintain the best reputation and service to consumers, Waroeng Special Sambal (SS) Yogyakarta certainly really needs employees who are able and willing to work productively. Work productivity is important to be owned by employees in an organization, because there are many benefits obtained by the organization by having employees with high levels of work productivity. So it is important for organizations to learn and know things that can grow and improve employee productivity. Therefore, this should be an important issue that gets more attention to create work productivity.

## **THEORETICAL BASIS**

### **Work Productivity**

According to Zulkarnaen et al., (2018) work productivity is the ability of an employee to achieve results (output) in the form of goods and services, especially in terms of quantity, with (inputs) which are originally in the form of capital, labor and materials. Therefore, the productivity level of each employee can be different, it can be high or low, depending on the level of persistence in carrying out their duties. Work productivity can increase quantity and quality, work productivity can also be interpreted as working effectively and efficiently (Pranoto, Haryono, & Warso., 2016). According to Juliantari, Sujana, & Novarini., (2021) employee work productivity is a measuring tool to indicate the results that can be achieved by an individual in relation to the input or resources used by an individual to create and obtain certain results.

Factors Affecting Work Productivity. According to Setiawan, (2019) there are several factors that affect

work productivity which are classified into three groups, namely:

1. The quality and physical abilities of workers are influenced by the level of education, training, work motivation, work ethic, mental and physical abilities of the workers concerned.
2. Work support facilities include the work environment and the welfare of the workforce. The work environment includes technology and production methods, production facilities and equipment used, the level of occupational safety and health as well as the atmosphere in the environment itself, while the welfare of the workforce is reflected in the wage system and social security and guarantees for continuity of work.
3. Super facilities, covering the needs of the government, industrial relations and the ability to achieve an optimal work system.

### **Work Conflict**

According to Panggabean et al., (2019) Work conflict is any kind of conflicting interaction between two or more people between individuals, groups or organizations that can have a negative impact. Work conflict usually arises in an organization as a result of communication problems, personal relationships and structurally within the organization. Conflict within an organization can have both positive and negative impacts on the organization itself. The positive impact of conflict is that it can increase the rhythm in a job, make work complete faster and increase the discipline of an employee. While the negative impact of conflict in an organization can cause work stress, decreased job satisfaction, decreased organizational commitment, decreased work productivity and increased intensity to leave the company (Paramita, 2019).

According to Suhada (2015), conflict is a dispute that occurs between two people from an association or group in an organization that arises on the grounds

that they need to use limited resources together and complete work together. For more triggers that is because they themselves have different statuses, goals, values, and perceptions (Panggabean et al., 2019). Conflict and not getting along with each other is used as a reason for conflict in the organization, so that traditional management always identifies it as a loss. According to Suhada (2015) identifying forms of conflict that can occur in a company include the following:

1. Hierarchical conflict is a conflict that occurs at the hierarchical level of the organization.
2. Functional conflicts, namely conflicts that occur from various departmental functions within the organization such as conflicts between the production and marketing divisions, general administration and personnel.
3. Staff conflict with the head of the unit (line staff conflict) is a conflict that occurs between the unit leader and his staff, especially staff related to work authority or authority, such as staff employees informally taking excessive authority.
4. Formal-informal conflict (formal-informal conflict) is a conflict that occurs and is related to the norms that apply to informal organizations with formal organizations like a leader who puts the wrong norms in the organization.

According to Minarsih (2011) that the factors that influence work conflict can be grouped into two major groups, namely internal factors and external factors. In internal factors, several things can be mentioned:

1. Organizational Stability, Organizations that are already stable are usually able to overcome any conflicts because they respect the differences that occur. The organization is used to dealing with conflict so it knows and is quick to resolve it.
2. The value system of an organization is a

set of boundaries that include the basis for the purposes and ways of interacting in an organization, whether something is good, bad, wrong or right. 3. The goals of an organization can be the basis for the behavior of the organization and its members. Between one organization and another, of course the goals are different, there are non-profit organizations (foundations, orphanages) and profit organizations (companies).

### **Work Stress**

Work stress according to Lucia, Kawet, & Trang., (2015) is a person's reaction to accepting a problem and how to manage problems that ultimately affect a person's emotions, thought processes, and condition. According to Safitri & Gilang, (2020) stress is a condition beyond the limits of one's ability which is considered to suppress oneself and one's soul so that if it continues to be left without a solution, it will have an impact on health. Work stress is a condition in which a person is faced with a psychological or physical demand that is excessive or not in accordance with one's abilities so that it can cause disturbances to him (Wibowo, 2018). Meanwhile, according to Penggabean et al., (2019), work stress is any action and environmental situation or situation which can cause excessive psychological or physical demands on a person so that it can affect the person in doing his job.

According to Yofandi (2017) work stress is a problem that needs to get more attention because if it is allowed to continue, it can result in something fatal for an employee or company leader. Stress actually does not always have a negative impact if the stress is still within reasonable limits, stress in a proportional dose can function and be useful as a motivator at work, this kind of stress is often referred to as eustress. But in reality work stress that often occurs is stress that has a negative impact, simply stress is defined as a depressed state both physically and psychologically.

According to Zulkarnaen et al., (2018) that the causes of work stress in an employee are, among others:

1. The workload is too heavy
2. Urgent working time
3. Low quality of supervision
4. Unhealthy work climate
5. Inadequate work authority related to responsibilities
6. Work Conflict
7. The difference in value between an employee and a leader who is frustrated at work.

## **HYPOTHESES**

According to Panggabean et al., (2019), work conflict is all kinds of conflicting interactions between two or more people between individuals, groups or organizations that can have a negative impact. Work conflict is a dispute that occurs between two people from an association or group within an organization (Suhada, 2015). In a large company, conflict will be very vulnerable to occur and this is certainly difficult to avoid, because in an organization there are many employees who certainly have different traits and characters. Conflict can make a company go bankrupt or go out of business if it is not addressed immediately, the conflict will continue to exist in a company as long as each party seeks its own truth, so in this case the role of a leader is needed in the settlement of both parties so that it is mutually beneficial and not mutually beneficial. someone feels offended. The negative impact of conflict in an organization can cause work stress, decreased job satisfaction, decreased organizational commitment, decreased work productivity and increased intensity to leave the company (Paramita, 2019). According to research conducted by Wibowo (2018), it shows that the work conflict variable has a negative and significant effect on the work productivity variable. This negative influence can be interpreted that the lower the Work Conflict, the higher the level of Work

Productivity. Based on this description, the following hypothesis can be formulated:

*H1. Work Conflict has a negative and significant effect on Work Productivity.*

According to Yofandi (2017) stated that work stress is a problem that needs to get more attention because if it is allowed to continue it can result in something fatal for an employee, leader, or company. Work stress is a problem and a challenge for a company leader to be controlled so that it doesn't happen and is experienced by an employee, of course this needs good cooperation between company leaders and employees in overcoming stress at work. High levels of work stress can cause excessive psychological and physical demands on a person so that it can affect the person in doing his job (Panggabean et al., 2019). The higher a person's work stress, the lower their work productivity. The results of this study are in line with the results of the research of Nadiaty, Wahyudi, & Sriwidodo., (2019) which states that work stress affects negative and significant to Work Productivity. This means that the higher the employee's work stress, the lower the level of work productivity produced. The results of this study are also supported by Juliantari et al., (2021) which states that work stress has a negative and significant effect on employee productivity. Likewise, Wibowo (2018) in his research also said that work stress has a negative and significant effect on work productivity. Based on this description, the following hypothesis can be formulated:

*H2. Work Stress has a negative and significant effect on Work Productivity.*

Based on the theory of the relationship between Work Conflict and Work Stress partially affect Work Productivity in the descriptions of parts one and two, it can also be seen that there is an opportunity for the attachment of these variables simultaneously. In Wibowo's research (2018), it shows that the work conflict variable (XI) has a negative and

significant effect on the work productivity variable (Y). In a study conducted by Nadiaty et al., (2019) also stated that the work stress variable (X2) had a negative and significant effect on the work productivity variable (Y). Based on the conclusion of the previous research evidence above, the researcher suspects that these two factors have a simultaneous effect on Work Productivity. Therefore, the researchers put forward the hypothesis:

*H3. Work Conflict and Work Stress have a simultaneous effect on Work Productivity.*

## **METHOD**

### **Population and Sampling Techniques**

The population in this study were all employees at the Central Office of Waroeng Special Sambal (SS) Yogyakarta which was operated (155 people). The sample used in this research is purposive sampling. According to Sugiyono (2017), purposive sampling is a technique of determining samples using certain considerations, in which the head of Public Relations of Waroeng Special Sambal (SS) Yogyakarta Headquarters distributes questionnaires to employees of Waroeng Special Sambal Yogyakarta based on the considerations of the Head of Public Relations. Researchers were not given access to distribute questionnaires directly to respondents, so researchers only gave questionnaires in hard file form to the head of public relations. Then the head of Public Relations who distributes to employees of the Yogyakarta Special Waroeng Sambal (SS) Head Office which has been determined based on company policy only provides data for 100 respondents. So the number of samples used in this study is 100.

### **Types and Sources of Data**

This research is a quantitative research, where the data source is primary data. Data source obtained from the collection of questionnaires for each respondent company. In this study, the

technique used to collect data is to use a questionnaire method. Questionnaires were given to employees of the Yogyakarta Special Waroeng Sambal (SS) Head Office. The questionnaire is a closing statement, namely measured using a Likert scale. The value scale used is five intervals with the following description:

- 1 = Strongly Disagree (SD)
- 2 = Disagree (D)
- 3 = Neutral (N)
- 4 = Agree (A)
- 5 = Strongly Agree (SA)

## **RESULTS AND DISCUSSION**

### **Description of Research Object**

This study aims to determine the effect of work conflict and work stress on employee work productivity at the Central Office of Waroeng Special Sambal (SS) Yogyakarta. Respondents in this study were employees of the Central Office of Waroeng Special Sambal (SS) Yogyakarta, totaling 100 respondents.

### *Instrument Test*

The validity test in this study is used for researchers to find out the extent to which the measuring instruments that have been used can measure the real situation or can test research instruments in order to have appropriate results. The technique used in this research is the Pearson Correlation Coefficient in the Statistical Package for the Social Sciences (SPSS 20). Validity test is done by comparing  $r_{count}$  with  $r_{table}$ . If the value of  $r_{count} > r_{table}$ , then the statement item is declared valid. In comparing the values of  $r_{count}$  and  $r_{table}$ , we use degree of freedom ( $df$ ) =  $N-2$  where  $N$  is the number of samples. In testing the validity, a sample of 100 respondents was used. So, the magnitude of  $df=100-2=98$ . Based on the value of  $df$  98 with an alpha of 0.05, the  $r_{table}$  obtained is 0.196. In this study, all question items from the dependent variable and the independent variable are said to be valid, because the value of  $r_{count} > r_{table}$ .

### *Reliability Test*

Reliability is a tool to test the results of the questionnaire which indicators of the variables studied. A questionnaire can be said to be reliable if the respondent's answer to the statement is consistent or stable from time to time. The SPSS for windows program provides facilities to measure reliability with Cronbach's Alpha statistical test. The data can be said to be reliable if Cronbach's Alpha is greater than 0.60. In this study the value of Cronbach's Alpha. of Work Conflict of 0.714, Work Stress of 0.856, Work Productivity of 0.872. So that all variables in the study are said to be reliable because the Cronbach's Alpha value is  $> 0.60$ .

### *Multiple Linear Regression Analysis*

To analyze the effect of independent variables (Work Conflict and Work stress) on the dependent variable (Work Productivity), Multiple Linear Regression Analysis was used. Based on the results of the analysis using SPSS 20, it can be seen that the Multiple Linear Regression Equation is as follows:

$$Y = 5,149 - 0,252X_1 - 0,205X_2 + e$$

### *T-Test Results (Partial Test)*

The t-test is useful to determine the effect of independent variables (work conflict and work stress) on certain variables (work productivity). The results of the t-test in this study are the results of the significance of Work Conflict of 0.012, meaning  $0.012 < 0.05$  so that  $H_0$  is rejected and  $H_1$  is accepted. The result of the significance of work stress is 0.017, meaning  $0.017 < 0.05$ , then  $H_0$  is rejected and  $H_2$  is accepted.

### *F Test (Simultaneous Tests)*

The F test is useful to determine the effect of the independent variables (Work Conflict and Work Stress) on the dependent variable (Work Productivity) simultaneously. Based on the results of the simultaneous test it is shown that the significant value of F is 11,074 with a

significant level of  $0.000 < 0.05$ , thus  $H_3$  is accepted. So it can be concluded that Work Conflict ( $X_1$ ) and Work Stress ( $X_2$ ) simultaneously have a significant effect on Work Productivity ( $Y$ ).

### *Coefficient of Determination Test ( $R^2$ )*

The Coefficient of Determination Test (R-Square) is useful for measuring the extent to which the independent variable can be explained by the dependent variable. Can be concluded that the value of R Square is 0.186 (18.6%). This shows that 18.6% of Employee Work Productivity at the Central Office of Waroeng Special Sambal (SS) Yogyakarta is explained by Work Conflict and Work

## **DISCUSSION**

### *The Effect of Work Conflict on Work Productivity*

From the results of the research on Hypothesis 1 ( $H_1$ ) it can be seen that the Work Conflict has a significant value of  $0.012 < 0.05$  while the regression value of -0.252, then  $H_1$  is accepted. Thus, it can be concluded that Work Conflict has a negative and significant effect on the Work Productivity of the employees of the Central Office of Waroeng Special Sambal (SS) Yogyakarta. This means that the higher or higher the Work Conflict experienced by the employees of the Yogyakarta Special Waroeng Sambal Head Office, the lower or lower Work Productivity. Work conflict is a psychological symptom experienced by a person so that it can cause an uncomfortable feeling at work and this can reduce work productivity in the company. Conflict is caused by organizational pressure that arises when employees feel that there is tension due to competitive

Stress, while the remaining 81.4% is explained by other variables that are not included or not included in this study. such as Workload, Work Motivation, Work Environment, and Compensation. Literature, especially the latest journals and related sources.

Problems with coworkers or other

employees, and are burdened and unable to complete tasks properly. Conflict has a negative impact on work productivity, such as the emergence of hampered organizational

communication, organizational cooperation is hindered, production and distribution activities are disrupted, personal relationships, the emergence of mutual suspicion and misunderstanding. The results of this study are in line with Wibowo's research (2018) that work conflict has a negative and significant effect on work productivity.

#### *The Effect of Work Stress on Work Productivity*

From the research results of Hypothesis 2 (H2), it can be seen that Job Stress has a significant value of  $0.017 < 0.05$  while the regression value is  $-0.205$ , then H2 is accepted. So it can be concluded that work stress has a negative and significant effect on the work productivity of the employees of the Central Office of Waroeng Special Sambal (SS) Yogyakarta. This means that the higher the work stress it will cause a decrease in work productivity. High levels of work stress tend to be followed by a decrease in work productivity, this can be seen from the demands of work, as well as a lot of responsibilities that can cause employees to become easily frustrated and emotional. The higher a person's work stress, the lower their work productivity.

The results of this study are in line with the results of research by Nadiaty et al., (2019) which states that work stress has a negative and significant effect on work productivity. This means that the higher the employee's work stress, the lower the resulting work productivity. The results of this study are also supported by Juliantari et al., (2021) which states that work stress has a negative and significant effect on employee productivity. The results of this study are supported by research conducted by Wibowo (2018) which states that work stress has a negative

and significant effect on work productivity.

#### *The Effect of Simultaneous Work Conflict and Work Stress on Work Productivity*

From the research results of Hypothesis 3 (H3), it can be seen that the significant value of the variable equation of Work Conflict and Work Stress on Work Productivity is  $0.000 < 0.05$ , then H3 is accepted. So it can be concluded that work conflict and work stress simultaneously have a significant effect on work productivity of the employees of the Central Office of Waroeng Special Sambal (SS) Yogyakarta. The results of this study will provide new information about work conflict and work stress simultaneously on employee productivity.

## **CONCLUSION**

This research has achieved the objectives with the following conclusions:

1. Work Conflict has a negative and significant effect on the Work Productivity of the Yogyakarta Special Waroeng Sambal (SS) Head Office. So if employees at the Head Office of Waroeng Special Sambal Yogyakarta have a low level of Work Conflict, it will increase the level of Work Productivity. Conversely, if the work conflict is high, the level of work productivity will decrease.
2. Work stress has a negative and significant effect on the Work Productivity of the Central Office of Waroeng Special Sambal (SS) Yogyakarta. So if employees at the Central Office of Waroeng Special Sambal (SS) Yogyakarta have a low level of Work Stress, it will increase the level of Work Productivity. Conversely, if the work stress is high, the level of work productivity will decrease.
3. Work Conflict and Work Stress have a simultaneous effect on the Work Productivity of the Yogyakarta Special Waroeng Sambal (SS) Head

Office. So if employees at the Central Office of Waroeng Special Sambal Yogyakarta have a low level of work conflict and low work stress simultaneously, then these two variables can increase the level of work productivity variables.

## SUGGESTION

For the Head Office of Waroeng Special Sambal (SS) Yogyakarta

This study provides information to the Head Office of Waroeng Special Sambal (SS) Yogyakarta to increase employee productivity by reducing the level of work conflict and work stress that occurs in the company.

For Further Researchers

1. It can be used as a reference material for further research in determining employee productivity, thereby developing other variables that affect work productivity such as workload, work motivation, work environment, and compensation, communication, and emotional intelligence.
2. With this research model, it is necessary to conduct research in the context of different respondents, such as Superindo, Manna Kampus, and Gacoan Jogja.

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