



The Measurement of Employee Performance Based on Work Stress and Workplace Conflict at BCA Finance Ltd Medan

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Abstract: *Stress at work will cause various consequences for workers. Psychologically stress will cause a sense of job dissatisfaction with the emergence of emotional stress such as irritability, rudeness or anxiety (Warni, 2016). Conflict comes from the Latin verb "Configere" which means hitting each other. Sociologically, conflict is defined as a social process between two or more people in which one party tries to get rid of the other party by destroying it and making it powerless (Enny : 2018). Good employee performance always makes a positive contribution. In general, employee performance could be assessed from an increase in the rating or financial statements of the company. If the company experiences continuous profit, then the employee's performance is considered to make a positive contribution (Julvia: 2016). This research is at BCA Finance Ltd, Perintis Kemerdekaan street, Medan. The object of this research is all employees of BCA Finance Ltd Medan. This research was conducted from November 2021 to February 2022. Researchers get the results that work stress and workplace conflict have a significant negative effect simultaneously on employee performance. This means that if work stress and workplace conflict is reduced, employee performance would increase.*

Keywords: *employee performance; work stress; workplace conflict*

I. Introduction

Every company must have the same goal, such as to grow, develop and have broad company assets. Human resources are the most valuable asset for the company. Human resources who could contribute to the company are employees who are prosperous and have good performance. An efforts to improve employee performance is to pay attention to work stress and workplace conflict. Work stress is an unavoidable phenomenon in the working world.

Stress at work will cause various consequences for workers. Physiologically, individuals with high levels of work stress would experience physical disturbances such as insomnia, changes in body metabolism, nausea, increased heart rate and blood pressure and headaches. Psychologically stress will cause a sense of job dissatisfaction with the emergence of emotional stress such as irritability, rudeness or anxiety (Warni, 2016).

Workplace conflicts also often occur between employees within the company. Conflict comes from the Latin verb "Configere" which means hitting each other. Sociologically, conflict is defined as a social process between two or more people in which one party tries to get rid of the other party by destroying it and making it powerless. Conflict is a situation that occurs when two or more parties consider that there are differences in positions that are not aligned, there are not enough resources and the actions of one party hinder or interfere, or in some cases let the other party's goals less successful (Enny: 2018).

Work stress and workplace conflict on the employee could affect employee performance. Good employee performance always makes a positive contribution. In general, employee performance could be assessed from an increase in the rating or financial statements of the company. If the company experiences continuous profit, then the employee's performance is considered to make a positive contribution (Julvia: 2016).

The advantageous of this research is to provide information for companies regarding Human Resource Management, especially on the problem of work stress and work conflict on employee performance at BCA Finance Ltd Medan.

Health services such as hospitals will certainly always try to provide good and quality health services to be able to compete (Ramli, 2012a). By presenting a quality service, it will bring happiness to patients (Ramli, 2013), so that at the same time will offer profit to the stronghold of the Hospital (Gunawan & Djati, 2011). Hospital is a health assistance service that must always follow the development of science and technology (Imran & Ramli, 2019). Increasing public awareness and demands for improved health services have caused community values to change towards higher quality health services (Ramli & Sjahrudin, 2015). This change is a challenge for the Hospital faced with a changing business environment. The level of competition that is getting tougher among the Hospital businesses requires that there is competitiveness for the Hospital in order to win the competition (Ramli, 2016a; Ramli 2016b). One form of competitiveness that must be created by hospital business is service quality (Ramli, 2017a). Hospitals must strive to improve the quality of their services continuously. Because the higher the level of public understanding of the importance of health to maintain quality of life, the user community will be more critical in receiving service products. Therefore, improving the quality of hospital services needs to be done continuously (Ramli, 2010). Human Resources is symbolizing a central factor in achieving the direction of an institution or organization (Mariam and Ramli, 2017). The form and purpose of the organization, various visions are designed for the benefit of humans where in the implementation of its mission is managed and managed by humans. This means, that humans are strategic resources in all organizational activities. For this reason, human resources need to be planned, formulated strategies that are relevant to the goals set, and consistent in implementing them continuously so as to improve the performance of the organization where the human resources are located (Mariam, 2016). To improve the quality of hospital service delivery to its patients, what must be taken care of in addition to facilities and infrastructure is the ability of its human resources. Optimal employee performance will influence the performance of the organization, which in this study is a Private Hospital in DKI Jakarta.

The study conducted by Barlian (2016) explained that organizational commitment is one of the variables that influence the performance of employees at the Jember Lung Hospital. Boe (2002). explains that organizational commitment will create employee trust in the organization because employees get their desired expectations. And if the level of employee confidence has shown a high level of organization, then employees as members of the organization will provide concern for the future and success of the company, and will be able to interpret and understand its role in the organization. So that it will try as optimal as possible to exert its best ability to realize that role. Organizational commitment is needed in every employee in a company because with the organizational commitment of every employee, employees will be more eager to advance the company (Meyer & Allen, 1997). Organizational commitment reflects the level of trust and acceptance of the workforce towards company goals and has a desire to remain in the company (Mersi & Koeshartono, 2014). Employees who have organizational commitment are more responsible for doing their jobs. And if an

employee who has organizational commitment has confidence in the company's goals, then his desire to continue working as long as possible and become an organ part of the organization or company (Ni, Yin, Yee, Sin, Ling, 2011). This opinion confirms findings that explain that organizational commitment is a related part in upholding employee performance achievement (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002).

II. Review of Literature

2.1 Work Stress

Stress is a natural condition of human life, sometimes the phrase "I'm stressed" "I'm too stressed because of financial problems" or "Work gives me big pressure in my life", and so on. It is clear that most people define stress as a negative feeling, not a positive feeling (Saleh: 2020).

Some of the most common sources of stress according to Saleh (2020), namely:

1. Survival stress, this stress is a stress which is commonly known as fight or flight, when you are afraid something that could physically hurt you, where the body naturally responds with energy pressure so that you will be better able to survive a dangerous situation (fight) or escape (flight).
2. Internal stress, this stress often occurs when worrying about things we can't control or put ourselves in situations that we know would stress us out.
3. Environmental stress, such as noise, crowds and pressure from work or family.
4. Stress due to fatigue or too much work.

2.2 Workplace Conflict

Conflict usually arises in organizations as a result of communication problems, personal relationships or organizational structure. Conflict is any kind of conflicting interaction between two or more parties.

Organizational conflict is a discrepancy between two or more organizational members or groups that arises because of the fact that they have to share limited resources or work activities and or because of the fact that they have different statuses, goals, values or perceptions (Enny: 2019).

According to Alimin (2019), the factors of conflict are problems with superiors who give jobs, debates with coworkers and gossip at work. According to Enny (2019), factors of work conflict include: 1. Differences of opinion 2. misunderstanding, 3. feeling aggrieved 4. sensitive feelings 5. structure 6. personal.

2.3 Employee Performance

A good employee performance always makes a positive contribution. In general, employee performance could be assessed from an increase in the rating or financial statements of the company. If the company experiences continuous profit, then the employee's performance is considered to make a positive contribution. (Julvia: 2016).

Employee performance is the result of performance that could be achieved by a person or group of people in an organization both qualitatively and quantitatively, in accordance with their respective authorities, duties and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals or ethics (Mocheriono: 2010)

The factors that influence the performance of both results and work behavior are as follows: a. Ability and expertise. b. Knowledge. c. work plan. d. Personality. e. Work motivation. f. Leadership. g. Leadership style. h. Organizational culture. i. Job satisfaction. j. Work environment. k. Loyalty. l. Commitment. m. Work discipline. (Enny: 2019).

2.4 Impact of Job Stress on Organizational Commitment

The concept of Nur (2013) says that stress is experienced by individuals when carrying out their activities, so stress becomes a less joyous and distressing event. However, how a person's response to dealing with stress depends on his personality, the resources available to solve the problem, and the situation that causes the stress to occur (Daft, 2006). As for Ivancevich et al (2007) argued that from an individual's point of view, stress is narrated as the anxiety experienced by someone who is obtained from a stressful experience, a complex programmed to perceive threats that can lead to positive or negative results. This means that stress can have a negative or positive impact on psychological and physiological (Robbins. 2008: 209).

When an employee and manager are able to manage their stress well, the consequences are functional (positive), otherwise if ignoring the stress that arises, the consequences are negative for individuals and organizations. So, stress not only has a negative impact, but also a positive impact on someone. This is in accordance with the opinion expressed by Hans Selye (Luthan, 2008) suggesting that stress is not just nerve tension, stress can have positive consequences, stress is not something to be avoided, and the absence of stress is death at all. Following the research conducted by Chu (2006), his findings have been presented on how the impact of work stress experienced by nurses in Taiwan which validly explains that the effect of work stress on organizational commitment will show the effect on employees' behavior towards the organization.

III. Research Method

This research is at BCA Finance Ltd, Perintis Kemerdekaan street, Medan. The object of this research is all employees of BCA Finance Ltd Medan. This research was conducted from November 2021 to February 2022.

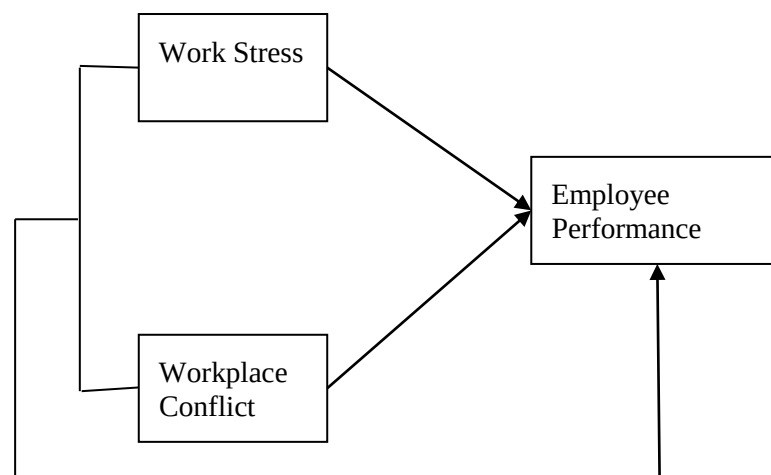


Figure 1. Conceptual Framework

Based on the conceptual framework above, the researchers proposed the following hypothesis:

- H1 : There is a negative effect of work stress on employee performance at BCA Finance Ltd Medan.
- H2 : There is a negative effect of workplace conflict on employee performance at BCA Finance Ltd Medan.
- H3 : There is a negative influence of work stress and workplace conflict simultaneously on employee performance at BCA Finance Ltd Medan.

Table 1. Variable Operation

Variable	Indicator
1. Work stress (Massie, 2018)	a. Task demands b. Role demands c. Interpersonal demands d. Organizational structure e. Organizational leadership
2. Workplace Conflict (Enny, 2019)	a. Dissent b. Misunderstanding c. Feel Harmed d. Sensitive feeling e. Personal
3. Employee Performance (Enny, 2019)	a. Ability and skills b. Knowledge c. Work motivation d. Organizational culture e. Work satisfaction f. Work environment

IV. Results and Discussion

4.1 Responden Overview

The general description of the characteristics of the respondents analyzed in this study is the identity of the respondents consisting of gender, years of service, educational background and age. The results of the study are shown in the following tables:

Table 2. Characteristics of respondent by gender

Gender	Frequency	Percentage
Male	36	60%
Female	24	40%
Total	60	100%

Table 3. Characteristics of respondent by Working time

Working Time	Frequency	Percentage
1-2 Year	15	25%
3-4 Year	24	40%
5-6 Year	6	10%
>6 Year	15	25%
Total	60	100%

Table 4. Characteristics of respondent by degree

Education Background	Frequency	Percentage
High School	6	10%
Diploma	15	25%
Bachelor	36	60%
Master	3	5%
Total	60	100%

Table 5. Characteristics of respondent by age

Age	Frequency	Percentage
20-25 Year	15	25%
26-30 Year	21	35%
31-35 Year	15	25%
>35 Year	9	15%
Total	60	100%

4.2 Multiple Linear Regression Analysis

The calculation of the f and t test using the SPSS Statistics 25 program and hypothesis testing at the 5% level. The way to measure the f test is to compare the significant value of F which is less than alpha (0.05), then the hypothesis could be accepted.

Table 6. F Test Results ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	80.530	2	40.265	13.261	.000
Residual	173.070	57	3.036		
Total	253.600	59			

a. Dependent variable : Employee performance

b. Predictors : (Constant), Work Stress, Workplace conflict

Based on the results of the f test in table 6, the significant value of f is 0.000 which is smaller than 0.05. This means that the independent variables (work stress and workplace conflict) have a significant simultaneous effect on the dependent variable (employee performance).

T test is used to determine the effect of each independent variable on the dependent variable partially. The way to measure t test is to compare Sig t smaller than alpha (0.05).

Table 7. T Test Result coefficients

Model	Unstand ardized B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig	Collinearity Tolerance	Statistics VIF
1 (Constant)	10.034	3.824		2.624	.011		
Work Stress	.480	.122	.432	3.935	.000	.995	1.005
Work Conflict	.441	.145	.334	3.045	.004	.995	1.005

From the results of the t-test analysis in table 7, it could be seen that between the work stress variable and the employee performance variable, the regression coefficient value is 0.480 and the sig t value is 0.000 which is smaller than 0.05.

Next, it could be seen that between the workplace conflict variable and the employee performance variable, the regression coefficient value is 0.441 and the sig t value is 0.004 which is smaller than 0.05. This shows that the variables of work stress and workplace conflict partially have a significant effect on employee performance variables.

4.3 Discussion

Measurement of employee performance based on work stress and workplace conflict at BCA Finance Ltd Medan could be determined by using the f and t test. The results of hypothesis testing are as follows:

H1: There is a negative effect of work stress on employee performance at BCA Finance Ltd Medan. From the results of the t-test analysis in table 7, it could be seen that between the work stress variable and the employee performance variable, the regression coefficient value is 0.480 and the sig t value is 0.000 which is smaller than 0.05, which means that

work stress has a significant negative effect partially on employee performance. at BCA Finance Ltd Medan. Then hypothesis 1 is accepted.

H2: There is a negative effect of workplace conflict on employee performance at BCA Finance Ltd Medan. From the results of the t-test analysis in table 7, it could be seen that the workplace conflict variable with the employee performance variable shows a regression coefficient value of 0.441 and a sig t value of 0.004 which is smaller than 0.05, which means that workplace conflict has a partial negative effect on employee performance. at BCA Finance Ltd Medan. Then hypothesis 2 is accepted.

H3: There is a negative influence of work stress and workplace conflict simultaneously on the performance of employees at BCA Finance Ltd Medan.
Based on the results of the f test in table 6, the significant value of f is 0.000 which is smaller than 0.05. This means that the independent variables (work stress and workplace conflict) have a significant negative effect simultaneously on the dependent variable (employee performance). Then hypothesis 3 is accepted.

V. Conclusion

Based on the results of the analysis that has been described, the following conclusions will be presented :

1. Work stress has a significant partial negative effect on employee performance. This means that if work stress is reduced, employee performance would increase.
2. Workplace conflict has a partial negative effect on employee performance. This means that if workplace conflict is reduced, employee performance would increase.
3. Work stress and workplace conflict have a significant negative effect simultaneously on employee performance. This means that if work stress and workplace conflict is reduced, employee performance would increase.

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