

Conflict, Stress and Motivation Influence Employee Performance

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Abstract: The purpose of this study is to describe the effects of conflict management, stress, and motivation on employee performance, to analyze and explain how conflict, stress, and motivation simultaneously affect employee performance, to analyze and explain how conflict, stress, and motivation partially affect employee performance, and to analyze and explain which variables of conflict, stress, and motivation have the most significant impact on the performance of employees at Kartika Husada Hospital Health Unit of Regional Military Command. Location This investigation was conducted at Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Hospital, Pontianak. The selection of this study site is predicated on the field of Human Resources research in community service, which will be satisfying if the staff of Kartika Husada Hospital Health Unit of Regional Military Command XII/Tanjungpura Pontianak are highly motivated and responsible. Utilizing two independent variables and one dependent variable, the research employs a quantitative design and a causal-comparative methodology. According to the findings of this study, hospital staff at Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak have a favourable impression of workplace conflict.

Keywords: Conflict, Stress, Motivation, Employee Performance.

1. INTRODUCTION

An organization with a noble mission requires not just modern facilities, facilities, and infrastructure but also talented human resources. Human resources are the power derived from the organization's human potential and serve as the organization's primary capital for carrying out activities and attaining goals. However, managing employees is difficult due to their diverse desires, opinions, sentiments, statuses, and backgrounds, which they bring to the firm. It is impossible to avoid conflict within an organization due to the prevalence of personality variations among individuals.

The hospital is one of the health providers that play a crucial role in providing community health services. Law No. 44 of 2009 regulates the existence of a hospital as a provider of health care services. The hospital plays a vital part in the health care system. It is a health service institution with an organized medical professional staff and inpatient facilities. It delivers medical, nursing, ancillary, curative and preventative health care to the community. The hospital is one of the health providers that play a crucial role in providing community health services. Law No. 44 of 2009

regulates the existence of a hospital as a provider of health care services.

Kartika Husada Hospital Tanjungpura Pontianak is the Technical Implementing Body of the Kartika II Kindergarten Health Service, which is responsible for providing health support for every operation and training of the Indonesian Army as well as health services for members of the Indonesian Army and their families in the Health Unit of Regional Military Command XII/Tanjungpura area, Pontianak, and its environs. Army Hospital Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak located at Jalan Adi Sucipto km 7 Sungai Raya-Kubu Raya – West Kalimantan. This hospital's mission is to provide health support for The Indonesian National Armed Forces operations, to provide comprehensive health services that are both preventive and curative to The Indonesian National Armed Forces members, their families, and the general public, and to increase service satisfaction at each work unit by hospital regulations. As a part of the national health system, it aids the community in times of emergency and tragedy.

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Winardi (2016) claims that management is a unique process consisting of planning, organizing, mobilizing, and monitoring actions that are carried out to identify and attain goals using human resources and other resources. Conflict is an unavoidable aspect of social existence for humans as social beings. The interests of humans as individuals and as social beings developing social relationships with other humans cannot be separated. Humans will always be surrounded by conflict if they have divergent interests. The source of conflict is basic human needs, as stated by John Burton in *Conflict: Each interest has a purpose in the form of meeting fundamental requirements* (Susan, 2012). They will be unable to settle the difficulties they face without the knowledge and skills to manage conflict, consequently to Wirawan (2013).

The word "stress" is derived from the Latin word "singer," which means "tough" (strikes), causing hurt and annoying someone. In psychology, stress is the emergence of a psychological reaction that causes a person to feel tense or nervous due to his incapacity to meet his needs or fulfil his desires. With the growth of stress science and study, it is recognized that stress theory is primarily split into three approaches: 1) stimulus model stress, stress response model, and transactional stress model (Gaol, 2016). A person will get motivated when stimulated and encouraged by others, such as a leader or other employees (Amir, Syafar, and Kaseng, 2016). Amir, Syafar, and Kaseng (2016) found that motivation has a favourable and statistically significant impact on employee performance. Therefore, motivation is always a top priority for the hospital, as it is intimately tied to the outcomes of employee performance in an organization (Veronica *et al.*, 2018). Motivation and work stress are essential aspects of a company; however, achieving a goal inside the organization is difficult (Nurlaila, 2010; Mangkunegara, 2012; Nisyak & Trijonowati, 2016). Good motivation and job stress will make it easier for a firm or organization to attain its objectives (Hasibuan *et al.*, 2012).

According to Harmen (2013), conflict or dispute is competitive behaviour between individuals or groups. The potential for conflict exists when two or more actors compete excessively or when there is no goal congruence under restricted resources. The level of conflict inside an organization influences the quality of public services. Conflict can be a severe problem in every organization, regardless of its structure or degree of complexity. The existence of workplace conflict and stress is unavoidable in each firm. Consequently, the business must resolve employee job conflicts and stress to boost motivation and performance in the future.

2. CONCEPTUAL FRAMEWORK

2.1 Performance

According to Sinambela *et al.*, (2018), employee performance is the ability of workers to

execute specific abilities. Casio's performance in Sinambela (2018) refers to the accomplishment of employee objectives for his responsibilities. According to Sinambela (2018), performance is the outcome of an individual's work appraisal of jointly established criteria. According to Astuti, Supanto & Supriadi (2019); Wibowo (2016), companies must prioritize performance because they exist to accomplish a specific objective. The accomplishment of organizational objectives demonstrates the work or work performance of the organization. It demonstrates its performance or performance—a set of activities conducted by the organization yielding its output.

According to Prensa (2017), the factors that can impact employee performance are individual capacity, effort expended, and organizational environment. There are five factors. According to Mitchell (2016) Nafi, Supriadi & Roedjinandari (2018), to encourage (motivate) employee performance, it is necessary to focus on Work Quality, Promptness, Initiative, Capability, and Communication. The purpose of the performance is to evaluate the outcomes of the tasks assigned to employees and the organization's success in attaining its objectives. In addition to this goal, the performance also aims to establish strategies that the organization will implement to accomplish more significant objectives.

2.2 Conflict

As per Andi, Suwarko *et al.*, (2013). Conflict is frequently unavoidable and impedes attaining corporate objectives, organizational resources, human and financial resources, and organizational productivity resources. Consequently, conflict management must be carried out systematically. Conflict management aims to achieve the following objectives. According to Hendricks (in Octavianty, 2008), conflict can be categorized into intrapersonal and interpersonal conflict based on its level. Social difficulties, injustice, miscommunication, and the disparity between individual and family dysfunction are the root causes of conflict. Conflict resolution is the process through which parties to a conflict seek a resolution. Conflict resolution techniques are individuals' safe attitudes, methods, efforts, and routines in settling disagreements (Anwar, 2015). Everyone will attempt to solve their problems. The technique for resolving conflicts comprises non-coercive actions.

2.3 Stress

According to Robbins (as cited in Nuryadin, 2013), stress is a dynamic condition in which individuals are confronted with opportunities, limits or workload duties, and job descriptions related to what is highly wanted and whose outcomes are viewed as unclear yet significant. According to Lazarus *et al.*, (in Sarafino & Smith, 2012), stress is a condition that can be altered by physical or psychological demands and biological systems. According to Priyoto (2014), a

person may feel six levels of stress. According to Priyoto (2014), there are three levels of stress: mild stress, moderate stress and high stress.

2.4 Motivation

In order to inspire an individual or group to operate most effectively, we must tap into their intrinsic motivation. According to Robbins (1999, cited in Widodo, 2016), motivation is a process that generates intensity, direction, and ongoing individual effort toward goal attainment. Intensity reflects a person's level of effort. However, high intensity is unlikely to result in improved performance unless efforts are directed in a way that benefits the company. Because the effort's quality and intensity must be considered. Motivation is a component of ongoing effort. Motivation measures a person's ability to maintain their efforts throughout time. Motivated people will perform tasks long enough to achieve their objectives. According to Hasibuan (2017), the desire for achievement, the need for affiliation, the need for competence, and the need for power all influence employee job motivation. Then, from the need component, indicators are derived to determine the job motivation of employees, notably the needs for achievement, affiliation, compensation, and power. Depending on Wibowo (2016). Motivating approaches must ensure that their working environment serves various essential human needs. Assessing attitudes, being a good manager, repairing communication, developing a culture of non-blame, gaining cooperation, and fostering initiative are some approaches to increase motivation.

3. RESEARCH METHODS

3.1 Research Design

The research design is quantitative research, i.e., research with a hypothesis that requires statistical techniques to prove. This is a causal-comparative study that employs two independent variables and one dependent variable. This form of research is explanatory or explanatory because the outcomes of the researched influence between variables will be discussed in greater detail. According to Sugiyono (2009), research explanatory/explanation is a study that seeks to determine and explain the link between two or more variables, searching for the influence of a causal relationship between the independent variable (the variable that causes) and the dependent variable (the variable that is affected).

3.2 Investigate Sites

Location This investigation was conducted at Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Hospital, Pontianak. This location was chosen based on the Human Resources study field's importance to the public. It is desirable for

the personnel of Kartika Husada Hospital Health Unit of Regional Military Command XII/Tanjungpura Pontianak to be highly motivated and accountable. Kartika Husada Hospital staff is a high performing about the programs and policies of the hospital's head.

3.3 Demography and Sampling Methods

The population represents the total condition and quantity of research objects with particular features. In this study, the population consists of all 76 staff of the Kartika Husada hospital, with the following characteristics:

Employee Class III	= 1 Individual.
Employee Class II	= 44 Individuals
Employee Class I equals	= 31 Individuals
Total number	= 76 individuals

In this study, because the population is relatively small, a census method is employed, with all 76 staff of the Kartika Husada Kindergarten hospital serving as respondents. Consequently, this is census research.

3.4 Data Analysis Technique

In this study, descriptive analysis and multiple linear regression analysis were employed to analyze the data. Descriptive analysis tries to summarize or provide an overview of the phenomena under study using sample data as they are, without drawing broad-reaching conclusions Ghozali (2007). The data collected is relevant and helpful in addressing existing issues. The data in question can be evaluated quantitatively using statistical models in version 25.0 of the computer program SPSS (Statistical Program for Social Science). Using multiple linear regression, the influence of the dependent variable (X) on the independent variable (Y) was determined (Y).

4. RESULTS AND DISCUSSION

4.1 Describe research outcomes

This study assesses the description/description of technical conflict among Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak hospital workers. In addition, it assesses employee job stress, employee work motivation, and employee performance. The researchers utilized the SPSS program to describe the four examined variables. The statistics used are the mean and mode.

4.2 Results of Multiple Linear Regression

The following table presents the findings of linear regression analysis between the factors of conflict, stress, and motivation and the performance of staff at Kartika Husada Hospital Health Unit of Regional Military Command XII/Tanjungpura Pontianak Hospital.

Table 1: Results of Multiple Linear Regression Analysis Summarized

Variable	Information	Regression Coefficient (b)	T count	Sig.
X1	Conflict	0.057	0.890	0.376
X2	Stress	0.016	0.233	0.816
X3	Motivation	0.926	23,566	0.000
Constant	-1,129			
R	0.958			
Modified R Square	0.915			
F score	270,492			
Sig. F	0.000			
n	76			
Variable dependent = Employee Performance (Y)				

Source: Data processed 2021

Equations based on multiple linear regression tables can be arranged as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = -1.129 + 0.057 X_1 + 0.016 X_2 + 0.926 X_3 + e$$

Employees of Kartika Husada Hospital Health Unit of Regional Military Command XII/Tanjungpura Pontianak Hospital continue to perform well when the independent variables (conflict, stress, and motivation) are assumed constant or have a value of 0. The regression coefficient (b1) for the variable conflict is 0.057, indicating that conflict positively affects employee performance. The t-test indicates that the probability value of the variable X1 (0.376) is less than the error rate of the researcher (0.05). The stress variable's regression coefficient (b2) of 0.016 indicates that stress positively affects employee performance. The t-test indicates that the probability value of the variable X1 (0.816) is less than the error rate of the researcher (0.05). The fact that the regression coefficient (b3) for the motivation variable is 0.926 indicates that motivation positively affects employee performance. The t-test indicates that the probability value of variable X1 (0.000) is smaller than the researcher's error rate of 0.05 (= 0.05).

Using multiple correlation coefficient analysis, the close association between the independent variables conflict (X1), stress (X2), and motivation (X3) and the dependent variable performance (Y) may be determined. The correlation between the independent variables (conflict, stress, and motivation) and the dependent variable (performance) is 95.8%, as indicated by the R-value (Correlation Coefficient) of 0.958. This graph demonstrates a high correlation between the researcher-selected independent and dependent variables. The R² (adjusted) value or the coefficient of determination is 0.915%, which indicates that conflict, stress, and motivation to perform account for 91.5% of the variance. In comparison, the remaining 8.5% is attributable to untested independent variables.

5. RESEARCH RESULTS AND DISCUSSION

The conflict of Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Hospital employees in Pontianak was evaluated using three

indicators: communication, structure, and personal. Regarding communication indicators, the majority of respondents are more likely to agree with the statement that work coordination is inadequate firmly. This indicates that hospital personnel at Kartika Husada Kindergarten II believe adequate work coordination is lacking. Most respondents tended to agree that hospital employees to II Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak felt that there were differences in perspectives between one employee and another when completing a job, based on structural indicators. Most respondents were inclined to agree with the statement that hospital personnel Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak felt the allocation of tasks was confusing.

The descriptive analysis of the conflict revealed that the disagreement amongst hospital personnel at Kartika Husada Kindergarten II negatively impacted the employee's performance, necessitating conflict resolution with other employees. The stress experienced by hospital staff at Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak Kindergarten II is measured by five indicators: working conditions, role issues, interpersonal connections, career development chances, and organizational structure. Most respondents tend to strongly agree with the assertion that Kartika Husada hospital personnel work more than 8 hours per day, seven days a week, to meet the target. To reach the goal, hospital personnel at Kartika Husada work more than 8 hours per day, seven days per week.

Indicators of role difficulties, specifically the lack of clarity on the roles and responsibilities that Kartika Husada hospital employees must fulfil, indicate that most respondents are likely to agree strongly with the statement. Kartika Husada has both responsibilities and duties. Most respondents tend to strongly agree with the statement that Kartika Husada hospital personnel are unable to interact effectively with coworkers in terms of interpersonal relations indicators.

Most respondents are likely to agree with the statement that Kartika Husada hospital personnel cannot

improve their careers at this institution based on career development indicators. Most respondents agree with the statements for indications of organizational structure, meaning the frequent occurrence of work overlap despite a well-defined organizational structure, which frustrates Kartika Husada Kindergarten II hospital personnel. Even though the organizational structure has been established precisely, there is frequently duplication of effort, which frustrates the hospital staff at Kartika Husada Kindergarten II.

Examining the description of stress revealed that the tension of hospital staff at Kartika Husada Kindergarten II influenced their performance so that they would not be distracted while on duty. The motivation of hospital staff at Kindergarten II Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak is measured using five indicators: bodily needs, social needs, esteem requirements, and actualization needs. It is demonstrated that the majority of respondents tend to agree with the assertion that the allowance received is sufficient to support themselves and their families in terms of indicators of physical necessities.

The majority of respondents prefer to agree with the assertion that protection at work is governed by regulations, work equipment, and safety allowances. For indicators of social requirements, namely harmonious relations between coworkers can be well developed; most respondents tend to strongly agree with the assertion that harmonious relations can be well established. Most respondents agree with the statement that Feeling appreciated by coworkers and superiors shows a desire for appreciation, precisely Feelings of being respected by coworkers and superiors.

Most respondents tend to agree with the statement for indications of actualization demands, namely the possibility to develop oneself at work while performing one's duties. At employment, individuals have the opportunity to improve themselves. According to the descriptive analysis of motivation findings, the motivation of hospital personnel at Kartika Husada Kindergarten II affected their work performance.

The performance of hospital staff at Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak Kindergarten II is measured by five indicators: work quality, work quantity, responsibility, cooperation, and initiative. Most respondents believe that activity reporting statements can be presented cleanly and adequately about work quality indicators, especially activity reporting, can be presented properly and cleanly. For the quantity of work indicator, meaning the number of finished jobs, the majority of respondents prefer to agree with the statement regarding the number of completed works.

Most respondents tend to choose the statement of work results according to the target for the indication of responsibility, namely work outcomes according to the target. For indices of collaboration, namely cohesiveness and good ties with colleagues and superiors, most respondents tend to agree that cohesion and good relations with colleagues and superiors are the most critical factors. Most respondents tend to agree with the initiative indicator, meaning choosing a job description without waiting for orders from superiors. According to the analysis of the performance description, the hospital employees at Kartika Husada Kindergarten II were able to complete their work on time and by the set goals and regulations.

Work conflict is defined by Veithzal Rivai (2011: 999) as a disagreement between two or more members or groups (in an organization/company) who must share limited resources or work activities and have different statuses, goals, values, or perceptions. Describe how communication, structure, and individual factors contribute to employee performance. According to the perceptions of the respondents, staff disagreement can impact performance. The descriptive analysis of the dispute revealed that the conflict between Kartika Husada Kindergarten II hospital personnel negatively impacted the employee's performance, necessitating conflict resolution with other coworkers. The findings are comparable to those of Rachel Natalya Massie, William A. Areros, and Wehelmina Rumawas (2018) regarding the impact of work stress on performance. According to the study's results, the independent variable, namely work stress, affects the dependent variable, namely employee performance.

According to Sondag P. Siagian (2014), work stress is a trigger factor for increasing job satisfaction and employee performance up to a certain point; however, if it exceeds the stress threshold, the presence of stress will trigger problems, which of course, will affect job satisfaction and then performance. This study assessed working circumstances, role issues, interpersonal interactions, chances for self-development, and organizational structure. According to Rachel Natalya Massie, William A. Areros, and Wehelmina Rumawas (2018), the independent variable, namely work stress, influences the dependent variable, namely the performance of employees at the office. Therefore, it is known that high levels of work stress can affect performance.

Robbins and Coulter (2013: 63), translated by Bob Sabran, describe the five stages of Maslow's hierarchy of requirements (Mangkunegara, 2016, p. 95), which are measured by bodily needs, security needs, social needs, esteem needs, and actualization needs. According to the descriptive analysis of motivation findings, the motivation of hospital personnel at Kartika Husada Kindergarten II affected their work performance. According to the findings of Rido (2018),

work motivation has a significant impact on employee performance. As employee job motivation grows, it can lead to increased productivity.

Several explanations for the results of this study, when compared to the results of previous studies, lead to the conclusion that employees with roles and responsibilities in providing service work, mainly community services, require quality, quantity, responsibility, and employee initiative in their duties. If all conditions are met, the possibility of achieving high performance is realized.

6. CONCLUSIONS AND SUGGESTIONS

Based on the problem's goal, this study's result is that hospital personnel at Kindergarten II Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak have a favourable view of workplace conflicts. Nonstop work circumstances caused work stress among hospital personnel. The satisfaction of employees' physical and social requirements might increase their motivation at work. The performance of hospital staff revealed that the quality and amount of work were completed on time and by the established goals and regulations. Conflict, job stress, and motivation were found to affect the performance of hospital staff at Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak. Conflict, stress to serve, and motivated-to-respond-quickly-instructions have a favourable effect on the on-time performance of employees. Workplace conflict is the most prominent and influential symptom measured by employee performance. Therefore, enhancing the efficiency of hospital personnel at Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak is crucial. They were influenced by the work's quality, quantity, and motivation. Suggestions for this research include unwelcome disputes in the workplace at the Kartika Husada Health Unit of Regional Military Command XII/Tanjungpura Pontianak hospital to avoid having to respect each other among coworker since good cooperation with coworkers is required to complete the task according to the aim. Aspects of employee communication to meet work objectives. Therefore, communication infrastructure and facilities must be reviewed and assessed. It is anticipated that the evaluation results will boost overall performance. The highest reaction rate is exhibited by employees to the leadership's directions, indicating that hospital personnel have a work culture that is vigilant in carrying out orders from superiors. Therefore, system remuneration must be reevaluated to encourage individual achievement so that employees can be passionate about their jobs. The writer believes many additional variables can impact performance before being investigated in this study. One them systemic compensation and culture of rapid response become more important to investigate in the context of unwelcome workplace confrontations at Kartika Husada

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