

# The Effect of Conflict and Job Stress on Showroom Employee Performance at PT. Tunas Mobilindo Perkasa Karawang Area

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## Abstract

In the current era of globalization, the automotive industry has become a sector that is developing rapidly, modern and full of innovation. The increasing public demand for both two-wheeled and four-wheeled vehicles encourages this industry to continue improving the quality of its products. In this context, conflict and stress in the workplace can impact employee performance in the automotive industry. Therefore, this research aims to determine the relationship between conflict and stress in the workplace and employee performance. This research used a quantitative descriptive approach and was carried out at PT. Tunas Mobilindo Karawang Area. The population in this study consisted of 78 employees. The sampling technique used was *non-probability* sampling, with 76 respondents, determined using the Slovin formula with an error rate of 2%. Data was collected by sending questionnaires via Google Forms. Data analysis was carried out using Structural Equation Modeling (SEM), with the Partial Least Square (PLS) method using the SmartPLS version 4 application. Research findings show that conflict contributes to a negative and significant influence on employee performance, while work stress contributes to a negative and significant influence on employee performance.

## 1. Introduction

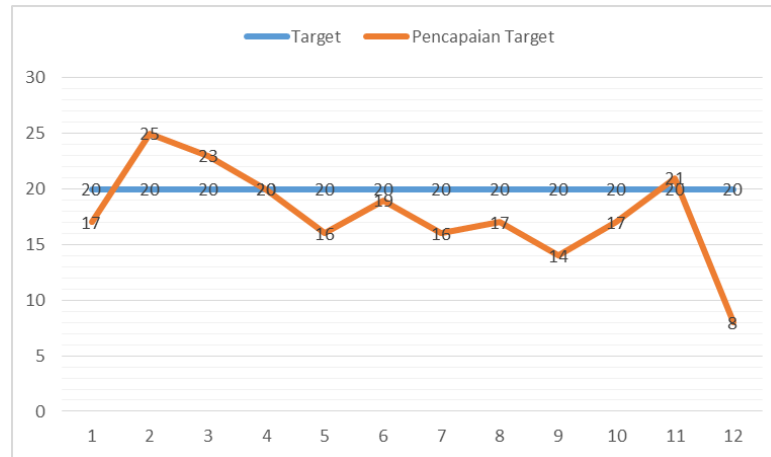
In the current era of globalization, many industrial sectors are experiencing progress, modernity, and innovation in developing their products. The automotive industry is one example of a company that competes to produce modern technology. Citizens' need for two- and four-wheeled vehicles is increasing, encouraging this industry to continue providing superior products.

Indonesia's automotive industry is a prominent supporter of the national manufacturing sector, among other subsectors. Gaikindo (2021) sales of new four-wheeled vehicles in Indonesia have increased significantly in the last few years. In the January-February 2023, 181,007 four-wheeled vehicles were recorded to have been sold. Business competition is getting tighter in this period, especially in the car *showroom sector*, which is becoming increasingly important as a platform for introducing products and services to consumers.

PT. Tunas Ridean operates in the investment, property and automotive sectors. Established in 1980, the head office is in Jakarta, Indonesia. The company has several subsidiaries operating in various sectors, including automotive, with brands such as Tunas Daihatsu, Tunas Toyota, Tunas BMW, Tunas Honda, Tunas Friend, and Tunas Isuzu. PT. Tunas Mobilindo Perkasa has two showrooms, namely Rengasdengklok and Tanjungpura. Apart from selling new cars, Tunas Daihatsu also provides after-sales services, namely maintenance, repair and

replacement of spare parts. Tunas Mobilindo Perkasa also offers a financing program to facilitate the purchase of a Daihatsu car.

Employee performance is the key to a company's success. Employee performance includes the quality and quantity of work results that result from employees carrying out their responsibilities by their duties. However, employee performance has decreased in the last year because PT Tunas Mobilindo Perkasa Area Karawang failed to achieve sales targets. Fig. 1 shows the performance of PT Tunas Mobilindo Area Karawang employees.



**Fig. 1** Employee performance target for January - December 2023

Based on Fig. 1, employees achieved the *best* unit sales target *sellers* in February with 25 units, March with 23 units, April with 20 units, and November with 21 units. However, employees could not achieve the targets set in other months during that period. This condition indicates that employee performance during the January-December 2023 period could have been more optimal, and the targets that had been set were not achieved.

Researchers interviewed sales supervisors and administrative staff at PT as a pre-survey step. Tunas Mobilino Perkasa Karawang Area. The interview results showed conflict between co-workers, a lack of support between employees when carrying out joint tasks, and a tendency to put each other down. Additionally, interviews revealed work stress at PT Tunas Mobilindo Perkasa Area Karawang caused by high sales targets. This ultimately made employees easily emotional and experienced physical fatigue.

Research conducted at PT. Sukses Usaha Nirwana by Ina (2020), concluded that conflict has a good and significant impact on employee performance. Conflict in a good organizational context can improve work productivity, accelerate task completion, and increase employee discipline. At the same time, Amiruddin (2021), proves that work stress positively affects employee performance. This means that employees at PT. Sumber Graha Sejahtera Luwu experience low to moderate stress levels, and the stress is functional, which means it can improve employee performance. The consequences will be functional or positive if managers and employees manage stress well.

This study aims to find out how conflict affects employee performance. Also, to find out the effect of work stress on employee performance.

## 2. Literature Review

### 2.1 Human Resource Management

According to I Made (2023), human resource management is a science and art that regulates the use of human resources and other resources effectively and efficiently to achieve a company's goals. Meanwhile, human resource management is the science and art of supervising the use of human resources and other resources effectively and efficiently to achieve specific Luther (2019). Meanwhile, human resource management manages personnel relationships and functions to achieve organizational goals effectively and efficiently Lestari (2022). Therefore, it can be concluded from the explanations of the three experts that human resource management is a critical element of organizations involved in various types of work to achieve organizational goals.

### 2.2 Conflict

According to Hakim (2018), conflict is a form of contradiction within an organization because of differences in decisions, minimal communication, and dependency on *work. Activity* and evaluation differences. Meanwhile, according to Susmika (2022), conflict is a gap that occurs when two or more members or groups (in a company or organization) are required to share limited resources or work activities even though they have different

statuses, goals, values or perceptions. Meanwhile, Baruna (2023), explains that conflict is a different interpretation of situations and conditions that give rise to conflict between several parties. From the perspective of these three experts, it can be emphasized that conflict involves differences in goals, human characteristics, and various perceptions, which are very important to understand and manage well in various contexts.

### 2.2.1 Types of Conflict

According to Yuliana (2019), conflicts can be classified into six types: internal conflicts, conflicts between two or more individuals, conflicts between members in a group, conflicts occurring within the company between group members, and inter-company conflicts.

### 2.2.2 Causes of Conflict

According to Ina (2020), conflict in the workplace can be triggered by various factors, including (1) power relations between leaders and employees, (2) equal allocation of resources and (3) differences in goals between the company and employees.

Aprilia (2022), stated that there are five dimensions of conflict: internal conflict, conflict between individuals, conflict between members, conflict between groups, and intra-company conflict. Puspitasari (2020), established functional and dysfunctional conflict indicators, where functional conflict includes competition for achievement, stimulating creativity and innovation, and encouraging change. Dysfunctional conflict can result in difficulties in achieving different goals or objectives, as there is no positive goal or impression.

## 2.3 Work Stress

Stress in the work environment is a condition where workers feel pressured when facing the tasks given. According to Lestari (2020), work stress often results in emotional instability and feelings of anxiety. Hermawan (2022) emphasized that work pressure creates tension, impacting a person's emotions, thinking ability and overall well-being. Sutagana (2023) explains that stress is an emotional burden that arises when individuals are faced with essential demands, obstacles and opportunities, which have the potential to contribute to the influence of workers' emotional states. From these three experts, it can be emphasized that stress in the work context is a complex phenomenon that includes emotional, psychological and physical aspects of individuals who face pressure and demands in the work environment.

### 2.3.1 Job stress factors

Referring to Harahap (2023), several factors that can cause stress in the workplace involve several aspects, namely: 1) physical condition factors, such as light intensity, excessive noise, environmental temperature, and poor air quality 2) a person's internal conditions, including role conflict, role pressure, excessive workload, responsibility to other people, lack of progress in career and lack of career development planning 3) conditions between individuals, such as poor interactions with colleagues, superiors and subordinates and 4) agency factors, such as lack of involvement, unclear organizational structures, and ambiguous job hierarchies.

### 2.3.2 How to deal with work stress

According to Juartini (2021), there are three ways to deal with work stress: 1). Healthy pattern. This healthy pattern aims to improve body health and reduce work stress. Healthy patterns can help employees overcome stress caused by working too long, working too much, or working with high intensity. 2) Harmonious patterns can help employees overcome stress caused by work that takes up much time, requires high creativity, or requires interaction with other people 3). Psychological patterns, in the context of dealing with work stress, refer to ways to overcome stress using psychological techniques, such as meditation, mental programming, and introduction to mental health. This psychological pattern aims to help people deal with stress and improve mental health.

Hermawan (2022) states that work stress has three main dimensions, namely: 1) behavioural dimension, with indicators such as job dissatisfaction, low performance, absenteeism, and job turnover 2) psychological dimension, with indicators such as irritability, feeling bored, and experiencing anxiety and 3) cognitive dimensions, with indicators such as poor decision making, lack of concentration, and forgetfulness.

## 2.4 Employee Performance

Napitu (2022) stated that performance refers to the achievements obtained by individuals or groups in an agency that aligns with the authority and responsibilities of employees. They must fulfil organizational goals legally without violating the law and by moral and ethical standards. According to Asir (2022), performance is the result of work, which includes the quality and quantity employees achieve to carry out their duties by the

responsibilities given. Ahmad (2023) states that performance is the implementation of tasks by individuals or groups in an organization by authority and responsibility to achieve organizational targets without violating rules, ethics or moral aspects. Based on the descriptions of the three experts above, it can be concluded that performance results from applying a person's or group's duties to the organization through the responsibilities and authority given.

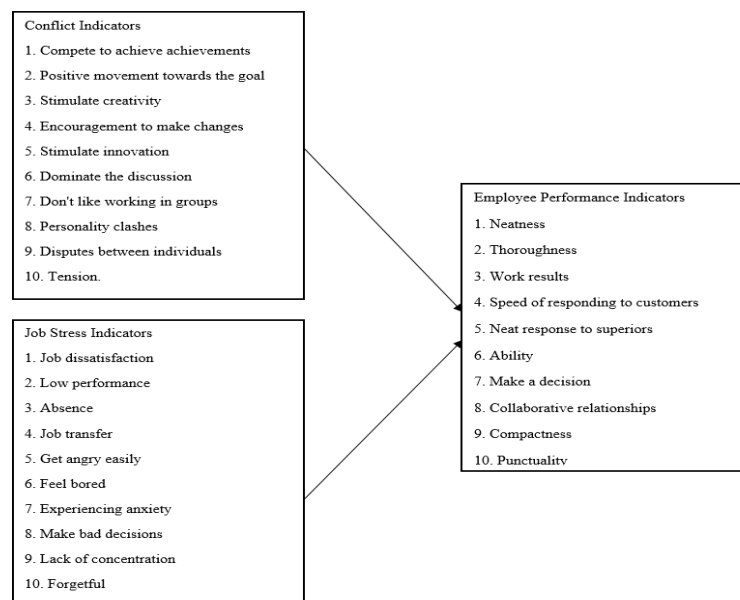
### 2.4.1 Employee Performance Factors

Referring to Rahmadani (2023), several factors contribute to the influence of employee performance, such as ability and expertise, which are critical factors in determining performance. Higher abilities will make employees more effective and efficient in their duties. More excellent expertise, depth and experience will also make employees more effective in performing their tasks knowledge; better knowledge will also make it easier for employees to overcome emerging problems and develop new ideas and personalities; a good personality will also make it easier for employees to work together with fellow employees and become part of an effective team, leadership style; when the leadership style makes it easier for employees to work together with fellow employees and become part of an effective team.

Nur (2022) explains that performance dimensions and indicators can be measured through work quality, which has three indicators: neatness, thoroughness, and work results. Work quantity has two indicators, namely, speed, ability and responsibility. Has two indicators, namely, work results and decision-making. Cooperation has two indicators, namely, Cooperation and cohesiveness. Initiative.

## 2.5 Conceptual Framework

The theoretical framework in this study will convey the relationship between each variable, which can be reviewed in the figure below.



**Fig. 2** Conceptual framework

## 3. Research Methodology

This research uses a quantitative descriptive design. The research was carried out at PT. Tunas Mobilindo Karawang Area, with a population of 78 employees. The sampling technique applied was *non-probability sampling*, where the number of samples selected was 76 respondents, determined using the Slovin formula with an error rate of 2%. The data used is primary data, and the data collection technique is carried out by sending questionnaires to respondents via *Google Forms*. Data analysis in this research is a descriptive method. The analysis technique used is *Structural Equation Modeling* (SEM), applying the *Partial Least Square* (PLS) method using the SmartPLS version 4.0 application.

## 4. Results and Discussion

### 4.1 Responden Characteristics Data

The description of respondents is a description of the profile of employees of PT Tunas Mobilindo Perkasa Karawang Area who are respondents in the study in terms of gender, age, and position.

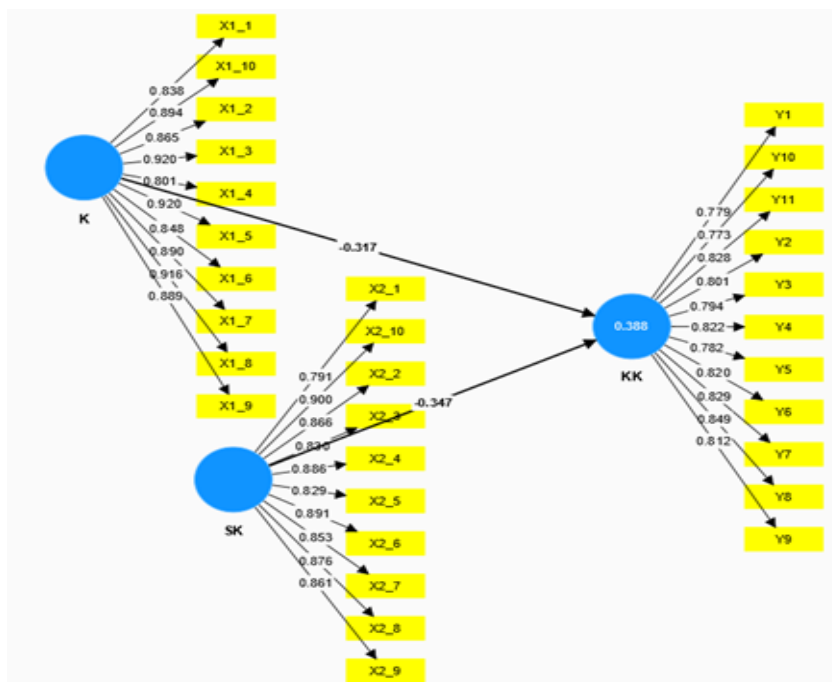
**Table 1** Respondent characteristics

Description	Category	Percentage
Gender	Male	80%
	Female	20%
Age	18-25	70%
	26-35	25,7%
	36-45	4,3%
Position	Sales	92,9%
	Spv Sales	4,3%
	Branch Manager	1,4%
	Admin	1,4%

Based on Table 1. It can be seen that the majority of respondents are male (80%), while the rest are female (20%). Based on the age range, the majority of respondents are 18-25 years old (70%), followed by 26-35 years old (25.7%) and 36-45 years old (4.3%). In terms of positions at PT Tunas Mobilindo Perkasa Karawang Area, the majority of respondents are sales (92.9%), followed by sales supervisors (4.3%), branch heads (1.4%), and admin (1.4%).

### 4.2 Outer Model

According to Ayatollah (2022), a measurement framework is used in the outer model analysis to assess whether the selected indicators are suitable for research instruments. In the context of Partial Least Square (PLS), indicators are considered to meet the validity and reliability criteria if the convergent validity value is > 0.70, the AVE value is > 0.50, and the Cronbach's Alpha value and composite reliability are > 0.70. Based on the images presented, it can be confirmed that all constructs in this research meet the established validity and reliability standards.



**Fig. 3** Outer model

### 4.3 Convergent Validity Test

**Table 2** Convergent validity test

Conflict		Job Stress		Employee performance	
Indicator	Outer Loading	Indicator	Outer Loading	Indicator	Outer Loading
K1	0.838	SK1	0.791	KK1	0.779
K2	0.865	SK2	0.866	KK2	0.801
K3	0.920	SK3	0.830	KK3	0.794
K4	0.801	SK4	0.886	KK4	0.822
K5	0.902	SK5	0.829	KK5	0.782
K6	0.848	SK6	0.891	KK6	0.820
K7	0.890	SK7	0.853	KK7	0.829
K8	0.916	SK8	0.876	KK8	0.849
K9	0.889	SK9	0.861	KK9	0.812
K10	0.894	SK10	0.900	KK10	0.773
				KK11	0.828

Referring to the test results in Table 2. Convergent validity is evaluated by examining the loading factor value between latent variables and their indicators. This study's acceptable limit for the loading factor is  $> 0.7$ . An indicator is considered to have good convergent validity if its loading value exceeds 0.7. (Ayatulloh, (2022)).

### 4.4 Cronbach's Alpha

**Table 3** Cronbach's alpha reliability test

Variable	Cronbach's alpha
Conflict	0.967
Job Stress	0.960
Employee performance	0.947

Referring to the test results in Table 3, the Cronbach's Alpha value for the conflict variable is 0.967, the value for the work stress variable is 0.960, and the value for the employee performance variable is 0.947. This condition shows that all the variable values exceed 0.7, so all variables can be considered reliable (Ayatulloh, 2022).

### 4.5 Composite Reliability

**Table 4** Composite reliability test

Variable	Composite Reliability ( $\rho$ -a )
Conflict	0.975
Job Stress	0.963
Employee performance	0.951

From Table 4, the composite reliability value for the conflict variable is 0.975, the composite reliability value for work stress is 0.963, and the composite reliability value for employee performance is 0.951. This indicates that all variables have reliability values above the threshold of 0.7. Therefore, it can be emphasized that all variables can be considered to have adequate reliability (Ayatulloh, 2022).

### 4.6 Average Variance Extracted

**Table 5.** AVE (Average Variance Extracted)

Variable	Average Variance Extracted (AVE)
Conflict (K)	0.772
Work Stress (SK)	0.738
Employee Performance (KK)	0.654

Based on Table 5, it can be seen that the AVE value of the Conflict variable is 0.772, of Job Stress is 0.738, and of Employee Performance is 0.654. This condition shows that all the variable values exceed 0.5, which indicates that each variable has good discriminant validity (Marcella, 2022).

#### 4.7 Inner Model

**Table 6 Inner models**

Variable	R-Square	R-Square Adjusted
Employee performance	0.388	0.371

From the R-Square data in Table 6, the R-Square value for the Employee Performance (KK) variable is 0.388 or the equivalent of 38.8%. This table shows a low level of measurement power, indicating that the variable contributes a significant influence. This condition illustrates that 61.2% of the impact comes from conflict and work stress variables. In the context of this research, R-Square is rated as moderate (Ayatulloh, 2022).

#### 4.8 Hypothesis Testing Results

Structural relationship model testing aims to explain the relationship between various variables. This procedure involves the use of a t-test. This study tested the hypothesis based on the values obtained from the path coefficient output and indirect effects. The following is an explanation regarding hypothesis testing:

**Table 7 Hypothesis test results**

Influence	Original Sample (O)	T Statistics	P Values
Conflict (K) → Employee Performance (KK)	-0.317	2,345	0.019
Job Stress (SK) → Employee Performance (KK)	-0.347	2,488	0.013

Based on Table 7, the *bootstrapping method* is applied to the sample to reduce the problem of non-normality of research data.

The results of testing the first hypothesis show that conflict has a negative and significant influence and has a p-value of  $0.019 < 0.05$ , so it is concluded that it has a significant influence, then based on the original sample value -0.317 with a t-count value of  $2.345 > t\text{-table} (1.96)$ . Shows that conflict has a negative and significant influence, so H1 is accepted. It was concluded that the higher the level of conflict, the lower the employee's performance.

The findings of the second hypothesis testing show that work stress has a negative and significant influence, has a p-value of  $0.013 < 0.05$ , so it is concluded that it has a significant influence, then based on the original sample value of -0.347 with a t-value of  $2.488 > t\text{-table} (1.96)$ . Shows that work stress has a negative and significant influence, so H2 is accepted. The higher the level of work stress, the lower the employee's performance.

### 5. Discussion and conclusion

#### 5.1 Effect of Conflict on Employee Performance

Hypothesis testing findings using the bootstrapping method. The results of hypothesis testing in this study have p-values of 0.019. This value is significant because it is  $< 0.05$ , so there is a significant relationship between conflict, which negatively influences employee performance. Then, based on the t-statistic value of 2.345 and the t-table value of 1.96. So, the t-statistic value is  $2.345 > 1.96$ . Then, work stress has an original sample value of -0.314, which shows that conflict has a negative and significant influence on employee performance. That is the increasing conflict at PT. Tunas Mobilindo Perkasa Karawang Area, the lower the employee performance. The conflict that occurred at PT. Tunas Mobilindo Perkasa Karawang area needs more communication, resulting in misunderstandings, a lack of enthusiasm for work, and a negative impact on the workplace.

This research's findings align with previous studies by Rahman (2023) and Pasca (2023). Conflict has a negative and significant influence on employee performance. Conflicts often arise due to communication problems that hinder employee emphasis and concentration.

## 5.2 The Effect of Job Stress on Employee Performance

Hypothesis testing findings using the bootstrapping method. The results of hypothesis testing in this study have p-values of 0.013, which is significant because  $<0.05$ , so there is a significant relationship between work stress and a negative influence on employee performance. Then, based on the t-statistic value of 2.488 and the t-table value of 1.96. So, the t-statistic value is  $2.488 > 1.96$ . Then, work stress has an original sample value of -0.347, which shows that conflict has a negative and significant influence on employee performance. That the higher the level of work stress at PT. Tunas Mobilindo Perkasa Karawang Area, the lower the employee performance. Work stress that occurs at PT. Tunas Mobilindo Perkasa Area Karawang is caused by the burden of high sales targets, which can ultimately make employees irritable and physically tired, thus hurting employee performance

This research's findings align with previous studies conducted by Soima (2023) and Kerja (2023). Work stress has a negative and significant influence on employee performance. If work stress continues to be allowed, employee performance will decrease, resulting in negative impacts on the company, such as difficulty achieving targets, decreased efficiency, and increased risk of errors.

## 6. Conclusion

Based on the findings, it can be concluded that, conflict has a negative and significant influence on employee performance. The increasing conflict at PT Tunas Mobilindo Perkasa Karawang Area lowers employee performance. The conflict at PT Tunas Mobilindo Perkasa Karawang area needs more communication, resulting in misunderstandings, a lack of enthusiasm for work, and a negative impact on the workplace.

Futhermore, job stress has a negative and significant influence on employee performance. The higher the level of work stress at PT Tunas Mobilindo Perkasa Karawang Area, the lower the employee performance. Work stress at PT Tunas Mobilindo Perkasa Area Karawang is caused by the burden of high sales targets, which can make employees irritable and physically tired, thus hurting employee performance.

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## Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

## Author Contribution

*The authors confirm contribution to the paper as follows: **study conception and design:** T.H., U.M.D.F. and E.R.; **data collection:** T.H., U.M.D.F. and E.R.; **analysis and interpretation of results:** T.H., U.M.D.F. and E.R.; **draft manuscript preparation:** T.H., U.M.D.F. and E.R. All authors reviewed the results and approved the final version of the manuscript.*

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