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Understanding the Dual Impact of Job Conflict and Work Stress on Organizational Performance Outcomes

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ABSTRACT

Objectives: Organizational changes in both internal and external environments can significantly affect employee productivity, particularly when human resources are unable to adapt effectively. This often results in workplace conflict and elevated job stress levels. This study aims to examine the impact of work conflict and job stress on employee performance at PT. Scudetto Prima Transportasi.

Methodology: The research employs a descriptive-verificative method with a quantitative approach, utilizing non-probability sampling techniques on the entire employee population (75 individuals). Data were analyzed using SPSS Statistics 20.

Findings: Furthermore, partial tests reveal that both independent variables independently exert a negative and significant influence on performance. These findings underscore the critical importance of effective conflict and stress management strategies in enhancing organizational productivity and employee effectiveness.

Conclusion: The results indicate that work conflict and job stress have a simultaneous negative and significant effect on employee performance, accounting for 17.9% of the variance.

Keywords: Work Conflict; Job Stress; Employee Performance; Organizational Change; Quantitative Analysis.

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INTRODUCTION

A key feature of HRM is that it facilitates the ability of organizations to respond flexibly to changing environments and demands pursues a balance between organizational and employee's needs. Recent research and its findings point out the fact that insufficient custody of this balance frequently lead to escalated workplace conflict and job stress, which has been reported to have a negative influence on employee productivity as well as organizational performance (De Dreu et al., 2020; Ahmad & Yekta, 2022). Conflict at work usually stems from differences in goals, perceptions and role expectations and lately research evidence shows that poorly managed conflict increases psychological stress and hinders cooperation especially among service based organizations (Khusna et al., 2023).

Additionally, the literature in recent times suggests that work stress has a strong and direct effect on employee performance. Moderate form of stress can be considered as a positive stimulator, however excessive and long-lasting stress causes emotional exhaustion, lower focus level and less productivity (Makbul et al., 2023; Mazzetti et al., 2023). Evidence from recent work place studies empirically supports that unmanaged stress at work lead to burnout and poor organizational consequences (Robbins and Judge, 2019; Pignata et al. (2018). As such, the dominant HRM practices stress on the efficient management of conflict and limitation in stress as a strategic imperative.

An important factor in determining an employee's contribution to the success of the company is their performance, which includes quality, quantity, timeliness, and teamwork (Anitha, 2014). One real-world example is PT. Scudetto Prima Transportasi, a land transportation company with a fleet of Dumptrucks and Elf vans. The company is renowned for having the most Elf units on the Cirebon–Bandung route. In 2020, PT. Scudetto Prima Transportasi's workforce was organized as follows:

Table 1.1 Employee List of PT. Scudetto Prima Transportasi in year 2020

No	Position	Number
1	Director	1
2	Operations Manager	1
3	Finance Manager	2
4	HRD Manager	1
5	Staff	70
Total		75

Source: Internal Archive Data of PT. Scudetto Prima Transportasi (2020)

According to an interview the researcher conducted on December 31, 2020, with Mr. Idrus Al-Kholik, the HRD Manager of PT. Scudetto Prima Transportasi, employee performance within the organization fluctuates significantly. The decline in employee performance during specific periods has been identified as one of the critical issues. This problem is linked to the company's flexible work schedule policy, which has caused some employees to lack commitment and discipline, which has lowered motivation and productivity. External factors like the rainy season and the end of the month period worsen this condition by reducing passenger occupancy and, as a result, work drive. Additionally, it was stated that employees' personal issues, whether they come from within or outside the company, have a detrimental effect on their performance. The intrinsic character traits of some employees are particularly

difficult to change and have a big impact on their consistency in performance. The main causes of the drop in worker performance at PT. Scudetto Prima Transportasi are listed in the following table:

Table 1.2 Reasons for Low Employee Performance at PT. Scudetto Prima Transportasi

No	Reasons for Low Employee Performance
1	Flexible working hours
2	Low passenger occupancy rates
3	Unfavorable weather conditions
4	Personal issues
5	Inherent personality traits of employees

Source: Interview, December 2020

There are a number of important reasons why employee performance at PT. Scudetto Prima Transportasi has fallen. While bad weather and low passenger numbers, especially toward the end of the month, have an impact on employee motivation, flexible work schedules frequently result in less discipline. Intrinsic personality traits and personal issues are also important but challenging factors that affect performance.

Table 1.3 Pre-Survey Results of 30 Respondents on the Causes of Low Employee Performance at PT. Scudetto Prima Transportasi

No	Factors Causing Decline in Employee Performance	Number of Responses	Percentage (%)
1	Workplace Conflict	12	40.00%
2	Job Stress	8	26.67%
3	Work Environment	5	16.67%
4	Leadership Style	4	13.33%
5	Workload	1	3.33%
Total		30	100%

Source: Preliminary Interview Data from 30 Employees of PT. Scudetto Prima Transportasi, Majalengka Regency, 2020

The pre-survey results corroborate the idea that the main causes of performance decline are workplace conflict and job-related stress. Reduced productivity is also a result of unfavorable work environments and ineffective leadership. Remarkably, only a small percentage of respondents cited workload as a significant performance barrier. The preliminary survey was completed by thirty employees of PT. Scudetto Prima Transportasi. Each respondent was asked to list the primary causes of their declining productivity. Workplace conflict was cited by 40% of respondents as the dominant factor, followed by work-related stress at 26.67%, according to the results displayed in Table 1.3. The workplace (16.67%), leadership style (13.33%), and workload (3.33%) were additional factors.

Additional research was done in December 2020 through field monitoring and direct interviews. It was found that the imbalance of passenger allocation during operational time leads to workplace conflict as it creates jealousy among employees. For instance, senior

drivers with no new vehicle assignments feel angry toward other drivers who get new fleets often. This sort of internal inequity is ignored by management and is viewed as a source of interpersonal friction that diminishes employee productivity. Besides friction, stress related to one's job was reported a lot. This job stress is a combination of internal workplace stressors and other external driver stressors, like family. Some employees admitted losing motivation due to uncomfortable work environments, leading to mental pressure and even affecting their physical health. The consequences of declining employee performance are summarized in the following table:

Table 1.4 Impact of Declining Employee Performance at PT. Scudetto Prima Transportasi

No	Impact of Declining Employee Performance
1	Suboptimal employee productivity
2	Employees show lack of enthusiasm to attend work
3	Decreased employee income
4	Operational fleet fails to function regularly
5	Vehicles experience technical issues or breakdowns

Source: Interview, December 2020

These findings make it clear: workplace conflict and job stress really drag down employee performance. That's what pushed the researcher to dig deeper with a study called "The Influence of Workplace Conflict and Job Stress on Employee Performance (A Case Study of Employees at PT. Scudetto Prima Transportasi in Majalengka Regency)."

LITERATURE REVIEW

Workplace conflict is basically what happens when people or teams clash at work because they see things differently—different goals, values, or just plain misunderstandings. Ahmad and Yekta (2022) point out that if you don't deal with conflict the right way, it can tear teams apart and mess with how people get things done. In transport companies like PT. Scudetto Prima Transportasi, conflicts often pop up because some workers get more vehicle assignments or heavier workloads than others. If the bosses let these problems slide, tension builds, people get fed up, and before you know it, productivity takes a hit.

Now, job stress, it's that mental and physical pressure you feel when work demands pile up past what you can handle. You see it as exhaustion, anxiety, or just losing steam to get things done. Makhbul and colleagues (2023) found a strong link between high stress and lousy work results, especially in tough, hands-on fields like logistics and transport. Things like shaky job security, unclear roles, too much work, or trouble with coworkers all add to the stress.

Then there's the work environment. A good one goes beyond just decent chairs or working air conditioning. It's about everything the physical space, safety rules, equipment, and even how people treat each other. In transportation, it means well-kept vehicles, solid safety procedures, reliable infrastructure, and supportive coworkers. Khusna et al. (2023) say that when the work environment is healthy and safe, people are more engaged and perform better. On the other hand, bad conditions like extreme weather, risky job sites, or constant noise wear people down fast and end up killing productivity.

A conducive work environment encompasses both the physical and psychosocial conditions that support employee well-being and efficiency. In the context of transportation services, this includes the condition of vehicles, safety protocols, infrastructure, and peer relations. According to Khusna et al. (2023), a healthy and safe work environment significantly contributes to employee engagement and performance outcomes. Poor environmental conditions such as uncomfortable weather, unsafe working areas, or noisy workspaces can demotivate employees and reduce their productivity.

Leadership plays a pivotal role in shaping employee behavior and organizational climate. Transformational leadership characterized by inspiration, individualized consideration, and intellectual stimulation is positively associated with high employee performance. In contrast, authoritarian or inconsistent leadership styles may demotivate staff and intensify stress levels. Nugroho and Wahyudi (2022) highlight that leadership style in small-to-medium enterprises has a direct effect on employee output and satisfaction. At PT. Scudetto Prima Transportasi, employees reported that lack of attention from leaders toward conflicts and operational fairness contributed to rising dissatisfaction.

Employee Performance

Employee performance is defined as the accomplishment of job-related tasks measured by quality, quantity, punctuality, and collaboration. It is the most visible outcome reflecting an organization's internal efficiency and competitiveness. Performance is influenced by several interconnected variables, including motivation, job design, organizational culture, and leadership support. As shown in a study by Aditya and Wibowo (2023), improving organizational support mechanisms significantly boosts employee engagement and task completion rates in service-oriented sectors.

A good work environment isn't just about having decent chairs or working computers; it's about the whole package. People need safe vehicles, clear safety rules, solid infrastructure, and a team they can actually get along with. In transportation, all of this matters even more. Khusna and colleagues (2023) point out that when people feel safe and healthy at work, they show up more, care more, and just do better overall. On the flip side, things like sweltering heat, sketchy worksites, or constant noise wear people down and kill motivation.

Leadership makes or breaks this atmosphere. When leaders inspire people, pay attention to individuals, and actually encourage fresh ideas, the whole place works better. Performance goes up. But if the bosses are bossy just for the sake of it, or they keep changing the rules, everyone's on edge and no one wants to go the extra mile. Nugroho and Wahyudi (2022) found that in small-to-medium businesses, the way leaders act directly shapes how happy and productive people are. At PT. Scudetto Prima Transportasi, when leaders ignored workplace conflicts or treated people unfairly, frustration shot up.

So, what do we mean by employee performance? Basically, it's how well someone gets the job done quality, speed, teamwork, and reliability. Companies live and die by this. It's a reflection of their internal health and how they stack up against the competition. Motivation, job setup, company culture, and real support from leaders all feed into performance. Aditya and Wibowo (2023) showed that when companies step up their support game, employees engage more and get their work done faster and better, especially in service jobs.

Now, lots of researchers talk about work conflict and job stress hurting performance, but there's a catch. Most studies only look at one problem at a time, or they focus on industries like banking or manufacturing. Transport is different: the hours, the unpredictability, the stuff

that happens out on the road. That means we can't just copy and paste someone else's findings and expect them to fit.

Table 2. Summary of Previous Research and Identified Research Gap

Author(s) & Year	Research Context	Variables Examined	Method	Main Findings	Research Gap
Sari (2015)	Manufacturing sector (Indonesia)	Work Conflict → Employee Performance	Quantitative	Work conflict negatively affects employee performance	Limited to a single independent variable and does not examine job stress
Susanti (2015)	Banking sector (Indonesia)	Job Stress → Employee Performance	Quantitative	Job stress has a negative impact on employee performance	Does not examine work conflict simultaneously
Julvia (2016)	Private service company (Indonesia)	Work Conflict, Job Stress, Performance	Quantitative	Conflict and stress reduce employee performance	Context is not sector-specific to transportation
Wenur et al. (2018)	Banking sector (Indonesia)	Work Conflict, Job Stress, Performance	Quantitative	Both variables significantly affect performance	Findings are sector-specific to banking and limited in transport relevance
Puspitasari et al. (2020)	Retail sector (Indonesia)	Conflict, Stress, Motivation, Performance	Quantitative	Conflict and stress negatively affect performance	Focus is limited by additional variables and does not examine transport operations
Makhbul et al. (2023)	Logistics sector (International)	Job Stress → Performance	Quantitative	High job stress lowers employee performance	Does not examine work conflict and Indonesian context
This Study (2022)	Transport sector (Indonesia)	Work Conflict, Job Stress → Employee Performance	Quantitative (Census)	Conflict and stress simultaneously and negatively affect performance	Addresses the research gap by providing sector-specific evidence from Indonesian transport companies

Looking at the data, it's pretty clear: conflict and stress drag down performance. But again, most research ignores how these two issues play off each other, especially in transportation. People keep repeating the same sector-specific studies, so we're missing the bigger picture for companies that deal with their own unique issues, like those in Indonesia's transport scene.

Research Gap and Practical Contributions

This study digs into how work conflict and job stress affect employee performance at an Indonesian transportation company. Instead of taking a generic approach, it zooms in on the transport sector, giving us real-world evidence that adds some much-needed detail to what we know about HR challenges in busy, service-driven industries.

On the practical side, the findings actually give managers and decision-makers something to work with. The results make it clear: managers in transportation companies need to treat

workplace conflict and job stress as top priorities if they want better performance from their teams. This study isn't just academic — it lays out a foundation for building conflict management policies, stress-reduction initiatives, and fair operational practices that really move the needle on both productivity and employee well-being. In other words, it's not just about ideas; it's a hands-on guide for HR decisions in transportation organizations.

The study builds on Herzberg's Two-Factor Theory, which splits things into hygiene factors (like pay, rules, and work conditions) and motivators (like recognition and achievement). It treats workplace conflict and job stress as hygiene factors. If you don't handle them well, people get dissatisfied, and performance drops. On top of that, the study uses the Path-Goal Theory of Leadership — the idea that leaders need to show people how to reach their goals and clear away obstacles. That's crucial for transport workers, who need clear direction and fair treatment to do their jobs well.

Lately, researchers have talked more and more about the link between work conflict, job stress, and how well employees perform. Work conflict usually comes from clashing goals, misunderstandings, or fights over resources. When leaders ignore these issues, the stress piles up. Studies show that if conflict drags on — whether it's personal or about the job emotional tension and mental fatigue shoot up, and so does job stress (Ahmad & Yekta, 2022; De Dreu et al., 2020).

The Transactional Theory of Stress backs this up, saying stress hits when people feel overwhelmed by what's asked of them at work. In this setup, work conflict acts as a major stress trigger, especially when employees face constant disagreements, unfair treatment, or communication breakdowns (Pignata et al., 2018; Makhbul et al., 2023). Research keeps pointing out that unresolved conflict cranks up stress, especially in hands-on, service-heavy sectors like transportation and logistics (Khusna et al., 2023).

The theoretical framework for this study is grounded in Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (e.g., salary, policies, working conditions) and motivators (e.g., recognition, achievement). Workplace conflict and job stress are considered hygiene factors, which, if poorly managed, lead to dissatisfaction and performance decline. This study also employs the Path-Goal Theory of Leadership, which posits that effective leaders clarify paths to goals and reduce obstacles that hinder performance relevant in the case of transport workers requiring both direction and fairness in operational assignments.

Theoretical Linkage between Work Conflict, Job Stress, and Employee Performance

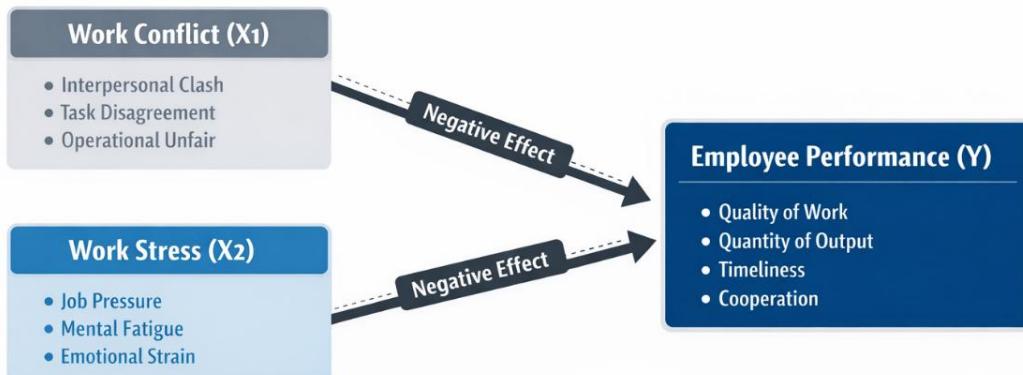
Herzberg's theory helps explain how job stress tanks performance. If conflict and stress aren't managed, people get frustrated and lose motivation. You see the fallout: less focus, lower productivity, poorer work quality, and less teamwork (Nugroho & Wahyudi, 2022; Aditya & Wibowo, 2023). The Job Demands–Resources (JD-R) Model adds more support here. Recent research using the JD-R Model finds that heavy job demands like ongoing conflict and relentless pressure wear employees out. And when companies don't provide enough support, leadership, or fair rules, performance drops even further (Bakker & Demerouti, 2020; Mazzetti et al., 2023).

Put simply, the latest research backs up a reinforcing cycle: work conflict drives up job stress, and more stress means worse employee performance. That's the backbone for this study's main ideas both conflict and stress drag down how well employees do their jobs.

Overall, recent theoretical and empirical findings support a reinforcing relationship in which work conflict increases job stress, and elevated stress subsequently leads to decreased employee performance. This theoretical linkage provides a strong foundation for the hypotheses

tested in this study, which propose that work conflict and job stress have negative and significant effects on employee performance. To make these connections clearer, the study lays out a conceptual framework basically an infographic that maps out how work conflict and stress shape employee performance. It gives a straightforward look at the paths connecting these factors, so you can really see what's going on under the hood of the research.

Figure 1. Conceptual Framework of the Study



The infographic illustrates the conceptual framework of this study, which examines the influence of work conflict and work stress on employee performance. Work conflict (X1) and work stress (X2) are positioned as independent variables that directly affect employee performance (Y). Work conflict represents interpersonal clashes, task-related disagreements, and perceptions of operational unfairness within the organization. Meanwhile, work stress reflects job pressure, mental fatigue, and emotional strain experienced by employees.

The directional arrows indicate a negative relationship, meaning that higher levels of work conflict and work stress are expected to reduce employee performance. Employee performance is measured through key indicators, including quality of work, quantity of output, timeliness, and cooperation. This framework is grounded in work stress theory and Herzberg's Two-Factor Theory, which explain that unfavorable workplace conditions function as hygiene factors that may lead to dissatisfaction and decreased performance when not effectively managed.

RESEARCH METHODOLOGY

This study employs a verificative method to analyze the extent to which workplace conflict and job stress affect employee performance at PT. Scudetto Prima Transportasi, both simultaneously and partially. The verificative method is used to test hypotheses and determine the causal relationships between independent and dependent variables through statistical analysis. The population in this research comprises all employees working at PT. Scudetto Prima Transportasi, located in Majalengka Regency, totaling 75 individuals. Given the manageable size of the population, the study uses a saturated sampling technique (census), in which all members of the population are taken as the sample to ensure maximum accuracy in assessing internal organizational dynamics.

Table 3.1 Employee Composition at PT. Scudetto Prima Transportasi (2020)

No	Position	Number of Employees
1	Director	1
2	Operational Manager	1
3	Finance Manager	2
4	HRD Manager	1
5	General Employees	70
Total		75

Source: Internal Company Records, PT. Scudetto Prima Transportasi (2020)

The study used a saturated sampling method, which basically means it included every single employee at PT. Scudetto Prima Transportasi 75 people in total. Since the group was pretty small and easy to reach, including everyone just made sense. This way, the data actually reflects what's going on in the company, and there's no need to worry about sampling bias. By involving all employees, the study could pull together a wide range of perspectives on work conflict, job stress, and how people perform—no matter their job title or how long they've been there. Saturated sampling works especially well in cases like this, where you want a full picture of what's happening inside an organization, not just a sample to generalize about bigger populations.

To measure the key variables, the study used a Likert scale. According to Sugiyono (2011), this scale works great for capturing people's opinions, attitudes, and perceptions about specific topics. Respondents picked options that best described their own experiences, not what they thought others might say. Each person's total score was just the sum of their answers to every statement. The scale had five options: Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree. This setup made it possible to analyze attitudes and perceptions about workplace conflict, job stress, and performance in a way that's easy to quantify.

To make sure the survey questions actually measured what they were supposed to, the researcher used Pearson's Product Moment Correlation Coefficient. If a question scored 0.30 or higher, it was considered valid. The team ran all of this through SPSS for Windows version 20. Any question that hit at least $r = 0.30$ made the cut. If it fell short, they dropped it just didn't help tell respondents apart (Azwar, 2010). They also checked that each question's correlation was statistically significant at the 5% level. So, if the p-value was under 0.05, the question stayed.

When it came to reliability, the team chose the one-shot method. They needed results fast, and employees had plenty of regular work, so this approach just made sense. The researcher only had to administer the instrument once, then used Cronbach's Alpha to measure internal consistency. A score of 0.70 or higher meant the question was reliable. Anything lower pointed to possible problems with the measurement.

The study tested three main hypotheses to see how Workplace Conflict and Job Stress affect Employee Performance both on their own and together:

H_1 : Workplace conflict has a negative impact on employee performance.

H_2 : Job stress has a negative impact on employee performance.

H_3 : Workplace conflict and job stress together affect employee performance.

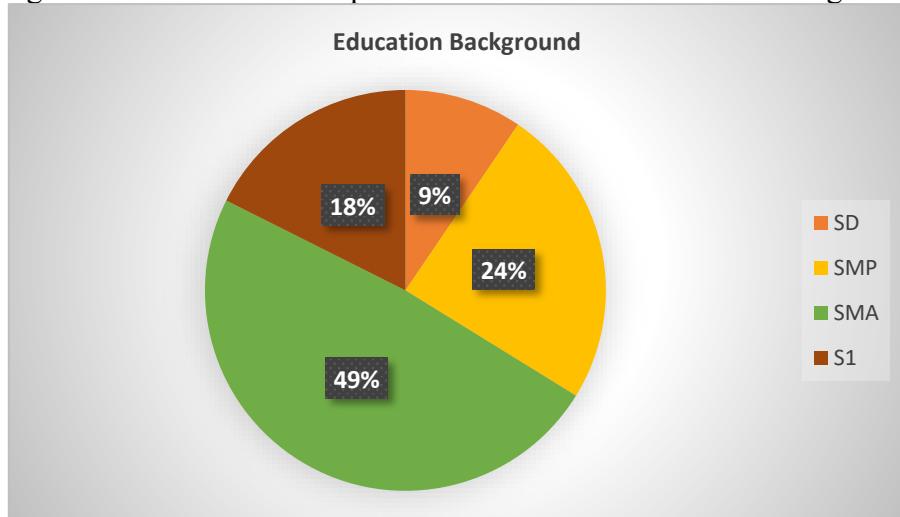
They ran a multiple linear regression using SPSS to analyze the data. A hypothesis was accepted if the p-value was less than 0.05 and the regression coefficient matched the expected negative direction.

RESULTS AND DISCUSSION

Respondent Profiles

Based on the pie chart, the majority of employees at PT. Scudetto Prima Transportasi have completed senior high school (SMA), totaling 36 individuals or 49% of the workforce. The company doesn't really focus on formal education when hiring. Instead, they care more about whether someone has strong driving skills and a B1 general driver's license (SIM B1 Umum). That's what really matters for them. When it comes to how long people stay, about half of the employees have been with the company for 1 to 5 years. Then, 28% have stayed 6 to 10 years, 13% have put in 11 to 15 years, and 9% have worked there 16 to 20 years. All this points to a solid interest in sticking with the company. The number of long-term employees says a lot about loyalty and good retention.

Figure 4.1 Pie Chart of Respondents Based on Educational Background



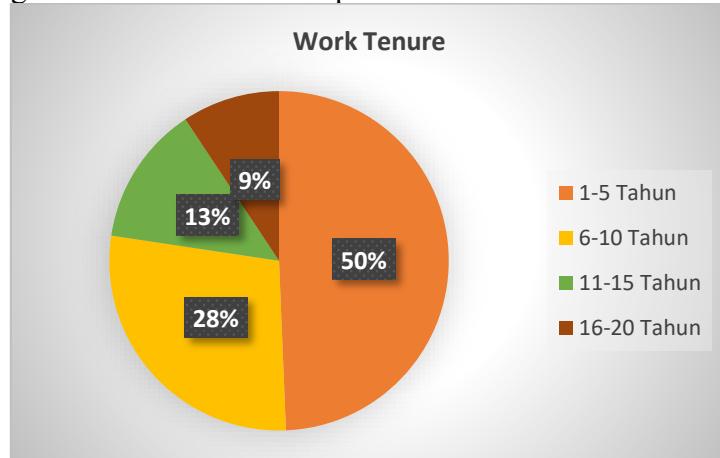
Source: Processed Data Output from SPSS Version 20

Table 4.1 Respondent Distribution Based on Work Tenure

Work Tenure (Years)	Frequency	Percentage (%)
1–5	37	50%
6–10	21	28%
11–15	10	13%
16–20	7	9%
Total	75	100%

Source: Processed Data Output from SPSS Version 20

Figure 4.2 Pie Chart of Respondents Based on Work Tenure



Source: Processed Data Output from SPSS Version 20

The data shows that most employees at PT. Scudetto Prima Transportasi have 1–5 years of service (50%), followed by 6–10 years (28%), 11–15 years (13%), and 16–20 years (9%). This suggests a strong interest in working at the company, supported by a notable number of long-term employees, indicating good retention and loyalty.

Instrument Testing

Validity Test

Table 4.5 shows that every question under the Workplace Conflict (X1) variable is valid—each one scores above the r-table cutoff of 0.2272. So, they all work as good measures for that variable. Same goes for the Job Stress (X2) questions. Every item's correlation is higher than 0.2272, so those questions are solid too. Employee Performance items also pass the test, with r-values over 0.2272, so the set is reliable for measuring performance.

Table 4.5 Validity Test Results for the Variable: Workplace Conflict (X1)

Item	r-calculated	r-table	Remark
X1.1	0.655	0.2272	Valid
X1.2	0.686	0.2272	Valid
X1.3	0.755	0.2272	Valid

Source: Processed by the researcher using SPSS 20

Looking at reliability, the Cronbach's Alpha for Workplace Conflict (X1) comes in at 0.775, which is well above the standard, so the tool is dependable. For Job Stress (X2), the Alpha is 0.603 again, that's enough to consider it reliable. Employee Performance (Y) has a Cronbach's Alpha of 0.625, confirming it's a solid instrument for measuring performance across questions.

Table 4.6 Validity Test of the Job Stress Variable (X2)

Item	r-calculated	r-table	Remark
X2.1	0.651	0.2272	Valid
X2.2	0.776	0.2272	Valid
X2.3	0.485	0.2272	Valid
X2.4	0.609	0.2272	Valid
X2.5	0.581	0.2272	Valid

Source: Processed by Researcher using SPSS 20

All items under the Job Stress variable (X2) are considered valid, as the correlation coefficient of each item exceeds the r-table value (0.2272), indicating that each question is suitable as a measurement tool.

Table 4.7 Validity Test of the Employee Performance Variable (Y)

Item	r-calculated	r-table	Remark
Y1	0.640	0.2272	Valid
Y2	0.559	0.2272	Valid
Y3	0.476	0.2272	Valid
Y4	0.385	0.2272	Valid
Y5	0.584	0.2272	Valid
Y6	0.439	0.2272	Valid
Y7	0.398	0.2272	Valid
Y8	0.446	0.2272	Valid
Y9	0.621	0.2272	Valid

Source: Processed by Researcher using SPSS 20

All items for the Employee Performance variable are also declared valid, as their r-calculated values exceed the critical r-table value of 0.2272. This indicates the questionnaire items are appropriate for measuring the performance construct.

Reliability Testing

Reliability refers to the extent to which an instrument consistently measures a concept, yielding similar results under consistent conditions (Sugiyono, 2016, p. 130). A questionnaire is considered reliable if the Cronbach's Alpha coefficient exceeds 0.60 (Ghozali, 2012). The reliability testing in this study was conducted using SPSS 20, and results were obtained for each variable.

Table 4.8 Reliability Test Workplace Conflict Variable (X1)

Cronbach's Alpha	Number of Items
0.775	3

Source: Processed by Researcher using SPSS 20

The Cronbach's Alpha value for Workplace Conflict (X1) is 0.775, which is above the acceptable threshold. Thus, the instrument used to measure this variable is considered reliable, showing a consistent internal measurement.

Table 4.9 Reliability Test Job Stress Variable (X2)

Cronbach's Alpha	Number of Items
0.603	5

Source: Processed by Researcher using SPSS 20

The Cronbach's Alpha value for Job Stress (X2) is 0.603, indicating that the items are reliable for measuring this construct, as the value surpasses the minimum threshold of 0.60.

Table 4.10 Reliability Test Employee Performance Variable (Y)

Cronbach's Alpha	Number of Items
0.625	9

Source: Processed by Researcher using SPSS 20

Looking at reliability, the Cronbach's Alpha for Workplace Conflict (X1) comes in at 0.775, which is well above the standard, so the tool is dependable. For Job Stress (X2), the Alpha is 0.603 again, that's enough to consider it reliable. Employee Performance (Y) has a Cronbach's Alpha of 0.625, confirming it's a solid instrument for measuring performance across questions.

Descriptive Analysis Test

Table 4.11 Descriptive Statistical Analysis

Descriptive Statistics	N	Range	Min	Max	Sum	Mean	Std. Error	Std. Deviation	Variance
X1_Work Conflict	75	9	6	15	816	10.88	0.234	2.027	4.107
X2_Work Stress	75	15	9	24	1427	19.03	0.366	3.166	10.026
Y_Employee Performance	75	21	22	43	2818	37.57	0.447	3.874	15.005

Source: Processed by Researcher using SPSS 20

Descriptive analysis just sums up the data no broad conclusions here (Sugiyono, 2018). Out of 75 respondents, the average score for employee performance (Y) is 37.57, with a standard deviation of 3.874, and a total score of 2818. Work conflict (X1) totals 816, with a 2.027 standard deviation. Work stress (X2) comes in at 1427, with a 3.166 standard deviation.

Correlation Analysis

When you check the link between work conflict and employee performance, the significance value is 0.005 (well below 0.05), so the correlation is statistically significant. The

Pearson correlation is -0.320, which means there's a low negative connection. Work stress and employee performance have a significance value of 0.042 (again, below 0.05), with a Pearson correlation of -0.235 another low negative link.

Table 4.12 Correlation Analysis Results

	Work Conflict	Work Stress	Employee Performance
Work Conflict	1	-0.795**	-0.320
Work Stress	-0.795**	1	-0.235*
Employee Performance	-0.320	-0.235*	1

Source: Processed by Researcher using SPSS 20

The correlation between work conflict and employee performance shows a significance value of 0.005 (which is < 0.05), indicating a statistically significant correlation. The Pearson correlation of -0.320 indicates a low negative correlation. The correlation between work stress and employee performance shows a significance value of 0.042 (< 0.05), also indicating a statistically significant correlation. The Pearson correlation of -0.235 also indicates a low negative correlation.

Table 4.13. Results of Classical Assumption Tests

Assumption Test	Indicator	Criteria	Result	Conclusion
Multicollinearity	Tolerance	> 0.10	> 0.10	No multicollinearity
	VIF	< 10.00	< 10.00	
Heteroscedasticity	Scatterplot of residuals	Random distribution	No clear pattern	No heteroscedasticity
Autocorrelation	Durbin–Watson	1.5 – 2.5	Within range	No autocorrelation

Source: Processed data using SPSS Statistics 20

Looking at Table 4.13, all the classical assumption tests are met. The tolerance and VIF values show no multicollinearity between the independent variables. The scatterplot reveals that the residuals are spread out evenly (homoscedastic), and the Durbin–Watson statistic proves there's no autocorrelation in the regression model. So, the regression model is solid and ready for hypothesis testing.

Before running the multiple linear regression, the study checked the classical assumptions to make sure the model fit the OLS method. Tolerance and VIF values were used to check for multicollinearity all independent variables had tolerance values above 0.10 and VIF values below 10, which means there's no problem there. Heteroscedasticity was checked with a scatterplot showing residuals scattered randomly, so the variance stays consistent. The Durbin–Watson statistic confirmed there's no autocorrelation. All these tests say the regression model meets the classical requirements and is good to go for more hypothesis testing.

Hypothesis Testing

Hypothesis testing aims to determine whether there is a significant effect of independent variables (X) on the dependent variable (Y) and whether the hypotheses can be accepted.

Multiple Linear Regression Analysis

Used to measure how much the independent variables affect the dependent variable. The regression results:

Table 4.14 Multiple Linear Regression Output

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
Constant	31.437	5.985		5.253	.000
X1_Work Conflict	-1.092	0.396	-0.301	-2.755	.007
X2_Work Stress	-0.498	0.188	-0.291	-2.657	.010

Regression analysis shows that both work conflict and work stress negatively affect employee performance. The equation is:

$$Y = 31.437 - 1.092X1 - 0.498X2$$

If both factors are zero, performance is 31.437. Each unit increase in work conflict (X1) reduces performance by 1.092, while work stress (X2) reduces it by 0.498. Work conflict has a stronger impact.

t-test results:

X1: t = -2.755, p = 0.007 → significant

X2: t = -2.657, p = 0.010 → significant

Conclusion: Both variables significantly and negatively affect employee performance. F-test (Simultaneous) Used to test if all independent variables simultaneously affect the dependent variable.

Table 4.15 F-test Output (ANOVA)

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	485.183	2	242.591	10.941	.000
Residual	1596.364	72	22.172		
Total	2081.547	74			

F-count = 10.941 > F-table = 3.12

Sig. = 0.000 < 0.05 → Significant

Conclusion: Work Conflict and Work Stress together significantly influence employee performance.

Determination Coefficient Analysis (R^2)

Table 4.16 Coefficient of Determination Output

Model	R	R^2	Adjusted R^2	Interpretation
Regression Model	0.423	0.179	0.156	17.9% of employee performance is explained by work conflict and job stress

$R^2 = 0.179 \rightarrow$ The independent variables explain 17.9% of the variation in employee performance. The remaining 82.1% is explained by other variables not studied, such as work environment, leadership style, workload, motivation, etc.

Summary Table of Key Statistical Findings

Table 5. Summary of Hypothesis Testing Results

Hypothesis	Relationship Tested	Coefficient (β)	t-value	Sig.	Result
H_1	Work Conflict \rightarrow Employee Performance	-1.092	-2.755	0.007	Supported
H_2	Job Stress \rightarrow Employee Performance	-0.498	-2.657	0.010	Supported
H_3	Work Conflict & Job Stress \rightarrow Employee Performance	—	F = 10.941	0.000	Supported

Table 5. summarizes the hypothesis testing results. Both work conflict and job stress have a negative and statistically significant effect on employee performance, both individually and simultaneously. The statistical analysis indicates that both work conflict and job stress have negative and significant effects on employee performance. Regression results show that work conflict has a stronger influence compared to job stress. Simultaneously, both variables explain 17.9% of performance variation, indicating the presence of other influential factors beyond the scope of this study.

Discussion

The findings indicate that both work conflict and job stress have significant negative effects on employee performance. Higher levels of conflict reduce cooperation and work focus, while increased stress lowers motivation and productivity. These results are consistent with previous studies, which emphasize that unmanaged conflict and stress hinder employee performance. Therefore, effective conflict management and stress reduction strategies are essential to improve performance in transportation companies. During workplace conflict, individuals or groups may display hostility that disrupts cooperation and reduces employee performance. Recent studies show that unresolved conflict increases emotional tension and weakens work coordination, which ultimately lowers productivity (De Dreu et al., 2020; Ahmad & Yekta, 2022). This finding is consistent with recent evidence suggesting that both functional conflict, such as task-related discussion, and dysfunctional conflict, such as interpersonal tension and ego-driven behavior, can influence employee performance outcomes depending on how the conflict is managed (Khusna et al., 2023).

In addition, job stress is widely recognized as a response to excessive physical and psychological demands in the workplace. Recent literature explains that while moderate stress may enhance motivation, prolonged and excessive stress leads to emotional exhaustion and

performance decline (Makbul et al., 2023; Mazzetti et al., 2023). Empirical studies also indicate that high workloads, tight deadlines, and operational pressure are major sources of job stress that reduce employee effectiveness if not properly managed (Puspitasari et al., 2020; Nugroho & Wahyudi, 2022). Therefore, effective stress management is essential to sustain employee performance in service-oriented organizations.

Based on the coefficient of determination (R^2), work conflict and job stress simultaneously explain 17.9% of employee performance, while the remaining 82.1% is influenced by other factors not examined in this study, such as work environment, leadership style, workload, motivation, work discipline, compensation, organizational culture, and job satisfaction. These findings highlight the need for future research to explore additional determinants of employee performance using broader and more comprehensive models.

CONCLUSION

The study at PT. Scudetto Prima Transportasi in Majalengka revealed that both work conflict and work stress significantly impact employee performance. Individually, work conflict was found to negatively affect performance. Higher levels of conflict often caused by jealousy, unfair treatment, or interpersonal issues—led to decreased employee motivation and productivity. Similarly, work stress had a negative and significant effect. Employees experiencing high stress, whether from workplace pressures or personal factors, showed lower performance levels and increased absenteeism. When combined, conflict and stress influenced 17.9% of employee performance, while the remaining 82.1% was affected by other factors such as leadership, motivation, and job satisfaction. This highlights the need for management to address both conflict and stress to improve overall performance.

Despite the contributions of this study, several limitations should be acknowledged. First, this research was conducted in a single transportation company, which may limit the generalizability of the findings to other organizational contexts or industries. Second, the coefficient of determination (R^2) indicates that work conflict and job stress explain only 17.9% of the variance in employee performance, suggesting that other influential factors were not included in the model. Third, the study relied on self-reported questionnaire data, which may be subject to response bias and subjective perceptions of the respondents.

Based on these limitations, future research is encouraged to expand the scope of analysis by including additional variables such as leadership style, work environment, job satisfaction, organizational culture, motivation, and compensation. Further studies may also employ mixed-method approaches or longitudinal designs to capture dynamic changes in employee behavior over time. In addition, comparative studies across different transportation companies or service sectors would provide broader and more comprehensive insights into the relationship between work conflict, job stress, and employee performance.

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