

The Effect of Stress and Work Conflicts on Performance of Employees With Gender as Moderators at The Regional Secretariat of Tegal City

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Abstract. The purpose of this study is to determine the effect of work stress and conflict on local government employee performance with gender as a moderator. The primary data was gathered from 80 respondents by using a closed questionnaire. These respondents were employees of the Government of Tegal City. The collected data were analyzed using a single regression. The first conclusion is that work stress and conflict can affect employees' performance. Secondly, it was found that gender is able to moderate the relationship between work stress and conflict and employees' performance.

Keywords: Conflict, gender, performance, stress.

I. Introduction

Every employee is required to be able to adjust to the current regulations. Employees are expected to be able to create contributions to achieving goals for the continuity of their organization. Where every organization has achievements (goals) that must be realized by every employee. Here it will be seen which employees performed according to the expectations of the organization. In line with Colquitt's statement [1] performance is a set of worker behavior values that contribute positively or negatively to the achievement of company goals. Good performance of an employee will bring a good contribution to the organization and vice versa, poor performance will have a bad impact on his organization.

Achieving organizational goals for each employee does not rule out the possibility of causing stress. Each employee will be held accountable for the performance targets he has made at the beginning of the year. Their performance can be measured by comparing targets and the realization of their performance. Based on PP Number 46 of 2011, performance planning at the individual and unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of civil servants. The relationship between stress and performance is strengthened by the fact that [2] states that high levels of stress can reduce employee performance.

In addition to the stress that occurs in employees, it is possible for conflicts to occur. Conflicts that occur in an organization that result in unfulfilled performance can be caused by several factors. Conflicts or frictions that occur within the organization can occur between subordinates and superiors or fellow subordinates. This can have an impact on reducing performance, so it will be detrimental to the organization. This can happen regardless of gender, it can happen to female and male employees. [3,4] explain that gender can strengthen or weaken the influence of stress and work conflict on employee performance.

The questions in this study need to be answered so that the objectives of the study can be described as follows:

1. knowing the effect of work stress on the performance of employees in the Tegal City Regional Office;
2. knowing the effect of work conflicts on the performance of employees in the Tegal City Regional Office;
3. knowing gender moderation in the influence of stress on the performance of employees in the Tegal City Regional Office; and
4. knowing gender moderation in the influence of work conflicts on employee performance in the Tegal City Regional Office.

This research can enrich the treasures of empirical research and test related theories in the field of human resource management by analyzing the influence of work stress and work conflicts on employee performance. The study also tested gender moderation on the influence of both variables. This research is also expected to be a consideration for the Position and Rank Consideration Board (Baperjakat) in the placement of ASN based on gender by considering the stress and conflicts that will arise with the placement.

Researchers found that from the results of previous studies, there was a research gap on the variables used in this study, namely the variables of stress, conflict and employee performance. Here is the research gap of research collected by researchers which we can see in table 1

Table 1. Research Gap

No.	Relationships between variables	Researchers	Research Results
1.	The effect of work stress on performance	Widhiani (2019), Panggabean et al (2019), and Wiryana et al (2020)	Work stress negatively affects employee performance
		Susilo et al (2020), Riana et al (2016), Purba (2018), Krisnawati et al (2018), and Yofandi (2017)	Work stress positively affects employee performance.
		Hafni et al (2016)	Work stress has no effect on employee performance.
2.	The effect of work conflicts on performance	Widhiani (2019), Fatikhin et al (2017), Susilo et al (2020), Riana et al (2016), Purba (2018), Krisnawati et al (2018), Julvia (2016), and Yofandi (2017)	Work conflicts have a positive effect on employee performance.

No.	Relationships between variables	Researchers	Research Results
		Hafni et al (2016)	Conflicts have no effect on employee performance.
		Panggabean et al (2019)	Work conflicts negatively affect employee performance.
3.	The influence of gender on performance	Wida et al (2020)	Gender affects employee performance.
		Utami et al (2020)	Gender has not been tested as a moderation in employee performance
		Abjan et al (2020)	Gender has no effect on employee performance

Work stress according to Hasibuan [2] is a condition of tension that affects a person's emotions, thinking processes, and condition. the stress can come from the workload received too heavy, too short time, lack of quality supervision, poor work authority related to work conflicts, unstable work climate, responsibility, and differences in values between employees [5]

According to Hasibuan [2], work stress has six indicators, namely:

- a. conflict, measured by respondents' perceptions of conflicts between employees and leaders;
- b. communication, measured by respondents' perceptions of poor communication between employees;
- c. working time, measured by respondents' perceptions of perceived excessive working time;
- d. the attitude of the leader, measured by the respondent's perception of the leader's unfair attitude in assigning tasks;
- e. workload, measured by respondents' perceptions of perceived excessive workload; and
- f. work authority, measured by the respondent's perception of work authority related to responsibility.

[6], conflict is a process in which one party considers that its interests are opposed or considered negative by the other. Conflict can occur when one party interferes with the other party's plans, or it can also occur when there is a certain way that is not liked.

Sources of conflict include:

- a. Goals that are not in line.
- b. Differentiation
- c. Interdependence.
- d. Lack of resources

e. Ambiguous role.

Divides conflicts into two types [7], namely functional conflicts that favor the achievement of group goals and dysfunctional conflicts that hinder the achievement of group goals. Performance comes from *the word job performance* or *actual performance* (work performance or actual achievement) achieved by a person. [8] performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Some of the employee performance indicators used in this study followed [9].

- 1) Work performance, that is, the ability that employees have in solving tasks that have been targeted.
- 2) Responsibility, that is, the employee has a sense of responsibility to complete his task well.
- 3) Honesty, that is, the delivery of something that corresponds to the actual circumstances.
- 4) Cooperation, which is the ability of employees to cooperate with their co-workers.
- 5) Initiative, namely the ability of employees to complete tasks and work and be able to make decisions in urgent circumstances.
- 6) Speed and accuracy of work, that is, how quickly employees are able to complete routine work without reducing the quality of work in accordance with the previously established time.
- 7) The rate of work errors, that is, the ability of employees to complete work well without any errors.

Gender. Haspels [10] gender is a social variable for analyzing the differences between adult men and women related to roles, responsibilities, and needs, as well as opportunities and barriers. Women's potential is judged by most societies less fairly, making it difficult for them to obtain a strategic position in their communities, especially when it comes to decision-making, unlike men.

The frame of mind can be depicted in figure 2.1 below.

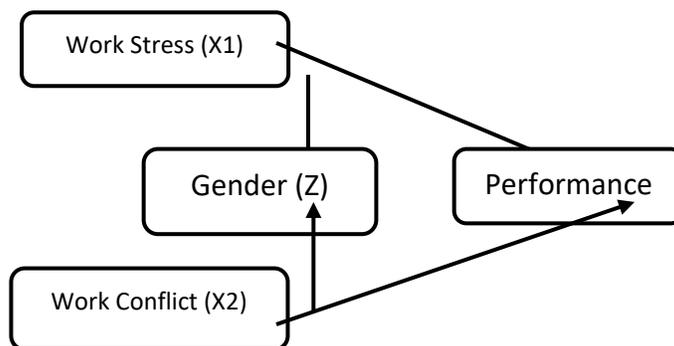


Figure 2. Frame of mind

The hypotheses tested in this study consist of.

H1: work stress affects the performance of tegal city regional office employees.

H2 : work conflicts have an effect on the performance of Tegal city regional office employees.

- H3: gender moderates the influence of work stress on the performance of Tegal city regional office employees.
- H4: gender moderates the influence of work conflicts on the performance of Tegal city regional office employees.

2. Methods

The research in this research is survey research using a quantitative approach. The size of the sample in this study was determined by 80 people. Questionnaires were distributed to respondents to select answers according to his attitudes and opinions using the scale Likert with intervals of 1 to 7. That to test the hypothesis in this study used a simple regression analysis technique. Simple regression is used to test the effect of work stress on performance and the effect of work conflict on performance. As for testing the moderation variables, the subgroup method technique is used. The sub-group method [11] is a method that is carried out by breaking the sample into two categories based on the third variable hypothesized as a moderation variable.

3. Data Analysis and Discussion

3.1. Test Research Instruments

3.1.1. Validity Test

The method used in this study is *the pearson* method with the criterion that if the value of $r_{count} < r_{table}$ then it can be stated that the item of the statement used as the research instrument is declared invalid. That after the calculation was carried out, the r_{count} data was obtained $>$ from the r_{table} , namely the r_{count} above 0.723, while the r_{table} was only 0.222.

3.1.2. Reliability Test

A measurement item is declared reliable if it has an alpha coefficient value greater than 0.7. After calculating that the stress reliability test was 0.929, conflicts were 0.930 and conflicts were 0.946.

3.2. Test the Research Model

1. Hypothesis 1

After testing through simple regression data analysis techniques, the result was obtained that the correlation / relationship value (R) was 0.665 which indicates the percentage of the effect of stress on performance. From this output, a coefficient of determination (R^2) of 0.442 was obtained which means that the influence of the stress variable on performance was 44.2% while the rest was influenced by other factors outside the X_1 variable (stress). Then at the output of the anova section, information is obtained that $f_{count} = 61.698$ with a degree of significance / probability that is $0.000 < 0.05$. This shows that there is a noticeable (significant) influence of stress variables on performance variables. Based on the data above that the regression equation for the effect of stress on performance is $Y = 30.957 + 0.570 X_1 + e$. Then Hypothesis 1 (work stress affects performance) is acceptable.

a. Hypothesis 2

The correlation/relationship value (R) was 0.669 which indicates the percentage of the effect of stress on performance. From this output, a coefficient of determination (R²) of 0.447 was obtained which means that the influence of the stress variable on performance was 44.7% while the rest was influenced by other factors outside the x₂ variable (conflict). Then at the output of the anova section, information is obtained that f count = 63.153 with a degree of significance / probability of 0.000 < 0.05. This shows that there is a real (significant) influence of conflict variables on performance variables. Based on the above data that the regression equation for the effect of stress on performance is $Y = 31.780 + 0.590 X_2 + e$. Then Hypothesis 2 (work conflict affects performance) is acceptable.

b. Hypothesis 3

After calculations are carried out through the SPSS application, the following data is known:

SSRT (Residual Sum Square) = 3968.717

SSR1 (Sum Square Residual for the first sample of males) = 2626.823

SSR2 (Sum Square Residual for the second sample of women) = 483,652

SSRG (Combined Residual Sum Square) = 3110.475

Then the calculation is carried out using the formula

$$F = \frac{(SSRT - SSRG) / k}{(SSRG) / (n_1 + n_2 - 2k)}$$

$$F = \frac{(3968.717 - 3110.475) / 2}{(3110,475) / (49 + 31 - 2 \times 2)}$$

$$= \frac{858,242 / 2}{3110,475 / 76}$$

$$= \frac{429,121}{40,927}$$

$$= 10,485$$

Based on the results of the analysis above, it is known that F counts 10.485 while the table F value (0.05;2;76) is 3.12. Since the calculated F value is greater than the table F value, it can be concluded that gender moderates the relationship between stress and performance. Then hypothesis 3 (gender moderates the influence of stress on performance) is acceptable.

c. Hypothesis 4

After calculations are carried out through the SPSS application, the following data is known:

SSRT (Sum Square Residual) = 3927.804

SSR1 (Sum Square Residual for the first sample of males) = 3016,147

SSR2 (Sum Square Residual for the second sample of women) = 445,455

SSRG (Combined Residual Sum Square) = 3461.602

Then the calculation is carried out using the formula

$$F = \frac{(SSRT - SSRG) / k}{(SSRG) / (n_1 + n_2 - 2k)}$$

$$F = \frac{(3927.804 - 3461.602) / 2}{(3461,602) / (49 + 31 - 2 \times 2)}$$

$$= \frac{466.202 / 2}{3461,602 / 76}$$

$$= \frac{233,101}{45,547}$$

= 5,117

Based on the results of the analysis above, it is known that F counts 5.117 while the table F value (0.05;2;76) is 3.12. Since the calculated F value is greater than the table F value, it can be concluded that gender moderates the relationship between conflict and performance. Then hypothesis 4 (gender moderates the influence of work conflict on performance) is acceptable.

5. Conclusions

Conclusion

The results of research that has been carried out on civil servants of the Tegal City Regional Secretariat on the influence of stress and work conflict with gender as moderation on employee performance obtained the following conclusions:

1. There is a noticeable (significant) influence of stress variables on performance variables;
2. There is a real (significant) influence of conflict variables on performance variables;
3. Gender moderates the relationship between stress variables to performance variables;
4. Gender moderates the relationship between conflict variables and performance variables.

Based on the research that has been carried out, some recommendations that can be conveyed are as follows:

1. For leaders in the Regional Secretariat in providing job assignments, they still pay attention to factors that can trigger employee stress levels such as excessive workload,
2. Leaders are able to create a comfortable working atmosphere so that conflicts between leaders and subordinates can be minimized
3. For researchers as a reference or guide to examine other factors that can affect employee performance other than those tested in this study.

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