



## The Model of Citra Pratama Employee Performance

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**Abstract:** The purpose of this research is to analyze the influence of work conflict on employees' performance at CV Citra Pratama branch office in Tasikmalaya. A descriptive method with a quantitative approach was utilized for the study. The sample size consisted of 30 employees from CV Citra Pratama branch office located in Tasikmalaya. Questionnaires and literature review were employed as data collection techniques for this study. Correlation coefficient test, coefficient of determination test, and simple linear regression analysis were applied to analyze the collected data. The analysis results showed that the correlation coefficient was 78.5%; the coefficient of determination was 61.6%; and the regression equation was  $Y = -9.818 + 1.155X$ . According to the hypothesis testing using a t-test, it was revealed that the t-arithmic is greater than the t-table, thus we accept the null hypothesis with a significance of  $0.000 < 0.04$ . The finding of this study is that work conflict has an impact on employee performance in CV. Citra Pratama Cabang Tasikmalaya, meaning that the higher the work conflict, the lower the employee performance.

**Keywords:** Work Conflict, Migration, Employee Performance

### INTRODUCTION

Having a sociable nature, humans, due to their high development of thinking abilities and mental power, tend to differ in their interests. Therefore, an individual is likely to be incompatible with another because of having different mindsets. These differences will not hinder the company from running smoothly unless it is disrupted by employees who exhibit ill behavior.

Bad behavior is a provoker of conflict that can arise between colleagues as well as between subordinates and superiors. These conflicts can disrupt the performance of employees in any company. Every company needs competent human resources to support its performance. The competence of these human resources is directly related to how well they perform their duties, from which we can determine the quality of their work.

Leadership could cause conflicts, thereby resulting in a considerable decrease in employees' work output and ultimately leading to the failure to achieve the company's objectives. Consequently, a leader should not neglect the working atmosphere and working conditions in the company, as they are fundamental aspects that determine whether the set goals

will be met. Often, leaders ignore their surroundings with low attention levels, leading to conflicts among workers.

According to Agwu (2013: 126), work conflict can be both constructive and destructive, and it plays a vital role in organizational development. It is natural to have conflicts in the workplace as they form a significant part of any change process.

When it comes to determining if a conflict is positive or negative, Albert believes that it can be seen as positive or constructive if the matter at hand is discussed by each of the involved parties and peaceful means are used while finding resolution. Constructively managed conflict may result in increased performance, as poor conflict management might disrupt group functioning, lower productivity, and lead to psychological and physical illnesses, including depression and even impeded activity disturbance through misaligned diversion.

In order for each individual's performance to thrive, it is dependent on support, which can be in the form of organization, provision of facilities and infrastructure, selection of technology, comfort of the work environment, and working conditions. Normally, there are always problems in an organization, whether with individuals or groups, on grounds of their respective interests. Such problems may bring about conflicts or differences of opinion.

When companies experience conflicts, they do not always have to view them as negative. In fact, some of these conflicts (functional conflict) can bring about positive outcomes that promote the performance of the company. It usually results from effective control and direction of conflict so that it becomes one which is favorable to both the organization and its workers. Thus, the organization should be able to identify which types of conflicts are useful for their growth.

Sinambela, et al. (2011: 136) argue that employee performance is defined by the employees' ability to perform specific skills. Since it is through performance that the extent to which an employee can fulfill his or her assigned duties and responsibilities becomes clear, the importance of employee performance is very much essential. In this regard, it is critical to establish a set of clearly defined, objective criteria for evaluating performance.

The earlier findings by Furqon Dwi Cahya (2018) on conflict in employee performance, with communication as a moderating variable, explain that conflict has a negative impact on performance. To achieve better performances, conflicts should be resolved so that they turn out positive. According to Henda Dwi Piana (2017), work conflict is one of the major contributors to low employee performance. The study by Guswarno (2011) also supported that interpersonal and interorganizational conflicts contribute significantly to an employee's performance when considered simultaneously, but interpersonal variables are the most dominant partially.

## **LITERATURE REVIEW**

### **Conflict**

Conflict is a situation where two or more opinions or actions are considered incompatible within an organization. The conflict at work doesn't necessarily have to be confrontational, although the situation could be part of the work conflict (Jehn in Furqon, 2018: 16).

According to Kreitner and Kinicki (2018: 17), "Work conflict is a process in which one party perceives that its interests are opposed or negatively affected by another party." On the other hand, Sunyoto (2018: 17) defines work conflict as a disagreement between members within an organization or groups within it because they share scarce resources or must carry out joint activities together; alternatively, it arises due to different statuses, goals, values, and perceptions.

According to Wirawan and Furqon (2018: 17), "Work conflict is the result of the conflict that appears between two or more interdependent parties, using mindset and behavior resulting in work conflict output." In general, work conflict can be seen in many aspects such

as 1) Conflict between subordinates in the same department, 2) Conflict between subordinates and leaders in the same section, 3) Conflict between subordinates from different sections, 4) Conflict between leaders and subordinates from different sections, 5) Conflict between leaders from different sections.

Conflict management benefits, as stated by Marwansyah and S. Puspitasari (2017: 45), include 1) unveiling hidden issues that can be solved, 2) prompting people to search for an appropriate way to solve the problem so they can achieve better results, 3) promoting self-awareness and awareness of others and the problems facing them, and 4) improving decision-making. The measurements of this study are adopted from theory and expert opinions. The indicators used to measure variables in research, according to Veitzhal Rivai (2011), are as follows: 1) Conflict within a person, 2) Conflict between individuals, 3) Conflict between group members, 4) Conflict between groups.

### Employee Performance

Based on Robbins in Lijan (2012: 5) who stated: "Performance is defined as the outcome of an assessment of work accomplished by a person in relation to standards that have been established." Haynes remarks that building expectations of performance involves emphasizing four elements, including (1) position description, which defines the tasks and responsibilities of a job so that the individual carrying out the function is clear about what they need to do. For instance, for an employee to improve their performance, it is essential that they know what to do and how it should be done.

The scope of performance indicators should be understood by employees so that they are aware of the success measures for their responsibilities. Aside from setting the indicators for an employee's tasks, there will also be performance standards that can demonstrate the successful or unsuccessful completion of a task. If these three elements are adopted in a systematic way, it is anticipated that the targets will be achieved.

Performance, according to Mitchell's theory, can be expressed as the product of ability and motivation. Mathematically, Mitchell in Lijan (2012: 9) has formulated this. Based on Robbins in Lijan (2012: 5) who stated: "Performance is defined as the outcome of an assessment of work accomplished by a person in relation to standards that have been established." Haynes remarks that building expectations of performance involves emphasizing four elements, including (1) position description, which defines the tasks and responsibilities of a job so that the individual carrying out the function is clear about what they need to do. For instance, for an employee to improve their performance, it is essential that they know what to do and how it should be done.

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#### Picture 1. Employee Performance Formula

$$\text{Performance} = \text{Ability} \times \text{Motivation}$$

source: Mitchell in Lijan, (2012: 9)

Based on the formula, the performance of an employee is determined by their ability to complete tasks and their motivation to do so. These two factors are multiplied together to give

the overall performance rating. Performance has three dimensions: Ability, Motivation, and Opportunity.

Performance of employees is one of the main aspects that can determine whether an organization will advance or not. Employee performance implies work accomplished by a person or a group in the organization, utilizing their powers and authorities as well as fulfilling their respective responsibilities to contribute to the goals of the organization. In this process, work experience is considered crucial in enhancing employee performance. It is said that people who have worked for some time learn better and quicker in doing their job or duty since they are more knowledgeable and skilled due to experience gained from such work.

According to Robbins (2017), the level of work experience can be considered a measure of a person's knowledge and skills in their field. This information can then serve as an indicator of employee performance, which can contribute to improving both individual productivity and overall company results.

## **RESEARCH METHODS**

The research method utilized in this study is both descriptive and verification research. The information for this study was collected as a secondary source, taken from the organization's documentation or reports. In the present study, the population consisted of all the employees of Junior High School 1 Bojongsoang District, Bandung; specifically, 45 individuals.

The number of samples for the study depends on the type of statistical test. The statistical test used in this case is path analysis, where the coefficient is a correlation coefficient, usually called path coefficients. Therefore, the sample size for path analysis is determined through sampling techniques such as saturated sampling. In this case, saturated sampling imitates the population where the population is 45 people. Hence, our sample for this research was also 45 people.

In terms of the method applied for the collection of data, the variables that have an ordinal scale are then converted into an interval form by way of the Method of Successive Intervals. Before distributing the tool, first its validity and reliability were tested. Testing the validity of the instrument is performed by applying the Correlation Product Moment formula, while testing the reliability is done using Cronbach's Alpha formula through SPSS.

To evaluate the level of support from top management and user proficiency, as well as the effectiveness of Management Information System implementation, data is assessed by examining respondents' attitudes towards survey questions in order to determine assessment results (positive/negative) concerning system performance using Likert scale analysis. The analysis is based on two methods: a descriptive approach focusing on qualitative variables; and a quantitative technique represented by statistical tests aimed at hypothesis verification.

An emphasis on the behavior of research variables is achieved through quantitative analysis, while the behavior of causal factors is explored with the help of descriptive or qualitative analysis. The analysis methodology implemented here is a cross-sectional analysis.

To test the hypothesis, we have to create data sets for dependent and independent variables from all samples. In terms of identifying how different research variables affect MIS implementation success, the datasets used in this research include a combination of techniques like Path Analysis, Product Moment correlation analysis, and Product Moment correlation analysis.

## **FINDINGS AND DISCUSSION**

### **Characteristics of Respondents**

In order to gain insights about the employees to whom this research is directed, we will first present the respondents' gender, age, highest education level, and length of their

employment. Out of 30 respondents, 19 were males and 11 were females. Hence, it can be inferred that male workers dominate among all. It can also be observed that out of the 30 respondents who are more than 40 years old, most work in CV. Citra Pratama Tasikmalaya Branch, followed by those aged between 31-35 years.

Among the 30 participants, the highest proportion was obtained and was led by individuals whose highest level of education completed Senior High School, which amounted to 16 respondents with a percentage of 53%. The distribution can be noted among the 30 respondents that there are the most respondents in total of 17 individuals and with a percentage of 57% who had worked for a period ranging between 1 to 5 years.

### **Facilities Available**

Office facilities can be understood as resources for the provision of backup support functions in a tangible form within an organization and are applied to regular company activities with a relatively longer duration of usage, thus yielding benefits in the long run. Among the facilities possessed by CV Citra Pratama Tasikmalaya Branch are:

- a) Parking lot.
- b) Car.
- c) Prayer room.
- d) Office equipment (Television, Telephone).
- e) Office furniture (Desk, Chair, Cupboard, Filling cabinet, etc.).
- f) Office equipment (Paper, Envelope, Ruler, Stepler, Scissors, etc.).
- g) Office machines (Computer, Printer).

### **Implementation of Variable X (Work Conflict at CV. Citra Pratama Tasikmalaya Branch)**

Conflict measurement is done through 7 questions and the seven variables that are measured in a study were obtained from the responses of the employees at CV Citra Pratama Tasikmalaya Branch regarding their work conflict with an overall score of 804, meeting the criteria for being good.

The analysis of the data provided by the questionnaires distributed among 30 employees in the CV company reported the approval of five people (17%), disagreement from ten respondents (33%), as well as two who were undecided, with a total score of 11. This indicates that most respondents do not frequently experience work-related stress; however, there are still some who admit to experiencing it often.

Twenty percent, or six individuals, stated their agreement; 27 percent, or eight individuals, stated their disagreement; 40 percent, or twelve individuals, said they sometimes disagree; and a total of thirteen percent also strongly disagreed with the rating at 104. This shows that a majority of the respondents do not frequently disagree with other employees, and some respondents are not indicating that they usually disagree with others.

Among the respondents, 10 individuals (33%) reported low levels of disagreement, 12 individuals (40%) disagreed, and 8 persons (27%) strongly disagreed, resulting in a mean score of 118. This indicates that many workers either agree or disagree regarding whether they have had problems with other team members. Meanwhile, 5 persons (17%) strongly agreed, whereas up to 16 individuals (53%) agreed; conversely, as many as 9 people (30%) disagreed with a mean score of 116. Such a result suggests that lots of respondents claim to find an extreme sense of mistrust among company employees.

Received feedback from participants with the total number of respondents who disagreed was 8 people or 27% at the minimum, 15 people or 50% at the median, and strongly disagreed was 7 people or 23%, among which a score was obtained to be equal to 119. This implies that a large percentage of the respondents stated that there were not many

disagreements in the process of attaining organizational goals. The other six strongly agreed responses were given by participants.

The results obtained from the frequency distribution tables on work conflict indicators show that respondents' work conflict responses at CV. Citra Pratama Tasikmalaya Branch earned a total score of 804, which placed it in the good range for work conflict.

This demonstrates that a number of employees are affected by the knowledge of conflicts within the organization, and these include constant pressure in work duties, continuous disagreements with their fellow workmates, other problems emanating from team members, feeling mistrust in employee matters, or finding an ideology about beliefs on how goals should be achieved. Some employees are reluctant to adopt new methods and procedures when it comes to completing tasks, while other employees tend to disregard evaluations made about them by their colleagues. In some cases, such circumstances give rise to internal conflict within the company without a clear understanding of what consequences it may pose.

### **Implementation of Variable Y (Employee Performance at CV. Citra Pratama Tasikmalaya Branch)**

Employee performance at CV. Citra Pratama Tasikmalaya Branch received 634 points out of 1000, falling under the good category. This indicates that the quality of work by employees corresponds with what is required by the company. Targets that are achieved meet expectations as pre-set, deadlines set by the company align with the number of working days, a sense of responsibility exists among employees towards their jobs, employees can operate according to the SOPs, and lastly, the work executed is done meticulously.

### **Data Analysis**

It is clear from the data that the correlation between each question and the total score is above 0.3, which can be considered an indication that all questions are valid for further analysis of the data.

### **Reliability Statistics**

**Table 1. Y Variable Reliability Test (Employee Performance**

<i>Cronbach's Alpha</i>	<i>N of Items</i>
,786	7

Source: SPSS 25 processed data

The data results of SPSS Statistics 25 output, depicted in the above table, indicate that Cronbach's Alpha coefficient for Variable X is greater than 0.6, and also for Variable Y, where  $0.731 > 0.600$  and  $0.786 > 0.600$  respectively. Therefore, it can be concluded that the questions that make up the dimensions of Work Conflict and Employee Performance are dependable.

A simple linear regression test assesses the impact of a linear association between one variable and another. The outcomes of this test are available in the table below.

**Table 2. Simplified Linear Regression Test**  
*Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,818	4,657		-2,108	,044
	X	1,155	,172	,785	6,695	,000

Source: SPSS 25 processed data

a. Dependent Variable: Y (Employee Performance)

Following from the foregoing, the constant term for work conflict in column B is -9.818, and for employee performance, it is 1.155. The t-test was applied to determine if there is a significant effect of work conflict (X) on employee performance (Y). We used an alpha ( $\alpha$ ) value of 5% at a confidence level of 95%, based on the following conditions:

1. If  $t_{count} > t_{table}$  then the hypothesis is accepted.
2. If  $t_{count} < t_{table}$  then the hypothesis is rejected

**Table 3. T-test table**  
*Coefficients*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,818	4,657		-2,108	,044
	X	1,155	,172	,785	6,695	,000

Source: SPSS 25 processed data

a. Dependent Variable: Y (Employee Performance)

Table 4.32 demonstrates that the results of hypothesis testing reveal a significant effect of work conflict (X) on employee performance (Y) with a significance of 0.000, which is less than 0.05. Therefore, at the 5% level of significance, there is enough evidence to reject the null hypothesis ( $H_0$ ) and accept the alternative research hypothesis ( $H_a$ ). This indicates that work conflict has an influence on employee performance in CV Citra Pratama Tasikmalaya Branch.

The same has also been supported by the findings of research carried out by Henda Dwi Piana (2017), a study called "The Effect of Work Conflict on Employee Performance at PT Bank Syariah Mandiri Branch Office 16 Ilir Palembang" where 25 individuals were chosen as the samples and applied the classical assumption test (normality test and heteroscedasticity test), descriptive analysis, simple linear regression analysis, t-test, and determination coefficient test. In detail, results of the analysis indicate that work conflict significantly impacts employee performance.

Another support for this is based on the outcome of Yesi Faradita's (2017) research named "The Impact of Work Conflict on Performance of Office Employees in PT Pamapersada Nusantara Indo, District of Bontang." The study used 52 respondents as a sample and employed simple linear regression equation analysis, correlation coefficient analysis, coefficient of determination analysis, and t-test (partial). This indicates that work conflict has a significant effect on employee performance, leading to the rejection of the  $H_0$  hypothesis and acceptance of  $H_a$ .

According to the study conducted by Rifandi (2017), which was titled "The Effect of Conflict on Employee Performance at the Public Works Office of Southeast Sulawesi

Province," 80 respondents were selected for the sample, and simple linear regression data analysis was utilized. Based on the findings, conflict was found to have a significant influence on employee performance.

## CONCLUSION AND RECOMMENDATIONS

It is not rare for work conflicts to happen at CV Citra Pratama Tasikmalaya Branch and they are generally found among employees. This is evident from the survey responses obtained from 30 participants, answering 7 questions about work conflicts in CV Citra Pratama Tasikmalaya Branch, which summed up to 804 as a moderate score level.

Employee performance at CV Citra Pratama Tasikmalaya Branch has been found to be satisfactory based on the survey results collected from 30 respondents who were asked six questions regarding employee performance at the branch. The score obtained was 634, which falls within the good range.

A study on the impact of work conflict on employee performance at CV. Citra Pratama Tasikmalaya Branch indicates that there is a negative correlation between the level of work conflicts and the level of employee performance. Therefore, the more work conflicts are experienced, the more employee performance will decrease in the company.

Moreover, to make it more research-worthy, other independent variables different from those in this study can be included, and additional variables can be added to moderate the dependent variable. Additionally, this can also be investigated in other objects or locations, or the number of samples may be increased.

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