

The Influence of Work Conflict, Leadership, Work Stress, Workload, and Interpersonal Communication on Employee Performance at PT BPR Nusamba Rambipuji Jember

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Abstract

This study aims to determine and analyze the influence of work conflict, leadership, Work stress, work load, interpersonal communication on employee performance at PT BPR Nusamba Rambipuji, Jember. The research method used is quantitative. The sample of this study was 66 people, using saturated sample technique. In this study, data was collected with observations, interviews, literature review and questionnaires. The analysis used includes data instrument tests (validity test and reliability test), multiple linear regression analysis, classical assumption test (normality test, multicollinearity test, heteroskedasticity test), and hypothesis test (F test, t test, and determination coefficient test). Based on the result of the analysis, this study shows that the F test of the variables of work conflict, leadership, work stress, work load, interpersonal communication had a simultaneous effect on employee performance. Meanwhile, the results of the t-test research in this study showed that the variables of interpersonal communication had a positive and significant effect on employee performance, while the variables of work conflict, leadership, work stress, workload had no significant effect on employee performance.

Keywords: Work Conflict, Leadership, Work Stress, Work Load, Interpersonal, Communication, Employee Performance

Introduction

A company or organization needs a plan or process to plan and control its regulations. These rules can serve as a policy to be adhered to, implemented, and applied by stakeholders, thus improving the company's production outcomes. However, if the company fails to implement its policies correctly and effectively, the consequence will be significant losses. The company will not operate efficiently without the intervention of human resources, which are a highly valuable asset. Human resources must be maintained by providing a sense of care, comfort, and attention so that a high employee turnover rate does not occur. A high turnover rate can also lead to decreased productivity in the company or organization. The phenomenon occurring at PT Bank Negara Indonesia (Persero) Tbk General Unit of Human Resources at the Main Branch Office on Jalan Perintis Kemerdekaan Bandung shows a work stress level categorized as quite high. This is based on the recap of the percentage of respondents' responses to work stress, which is at 58.74%. This is what has caused the performance of employees at PT Bank Negara Indonesia (Persero) Tbk General Unit of Human Resources at the Main Branch Office on Jalan Perintis Kemerdekaan Bandung to decline significantly, according to the research (Umniyuda & Gilang, 2019).

(Fillipo, 1996 in (Mulyadi S.E. M.M., 2015:3) argues that Human Resource Management (HRM) is defined as a process of planning activities, organizing, directing and controlling the presence of the workforce, development processes, compensation, integration of maintenance, and processes of labor termination with human resources to achieve the objectives of the organization's program and society. Therefore, with the presence of human resource management, companies can more easily implement

their policies and target objectives by focusing on human resources to achieve their goals in a directed manner and in accordance with regulations.

Meanwhile, the way human resources process their work is influenced by their performance. Good performance will create a good environment as it can affect the completion of targets set by the company. However, if employees have poor performance, it will also affect their work process, leading to suboptimal work. According to Anwar Prabu Mangkunegara (2013:67) in (Mulyadi S.E. M.M., 2015:63), employee performance comes from the terms 'work achievement' or 'actual achievements' that an individual has successfully attained. Thus, it can be concluded that employee performance is the result of work considering the quality of themselves that has been honed through training and their pure talent in carrying out their work processes according to their responsibilities.

In the process of carrying out their duties and responsibilities, an employee certainly experiences some conflicts at their workplace. One part of the conflict is interpersonal conflict. According to Griffin 2004:148 in (Indriana et al., 2020), interpersonal conflict is a conflict that involves two or more people and often occurs in various organizations, resulting from the high variety of different perspectives, goals, attitudes, and other issues experienced by members within the organization. Therefore, conflict is something frequently encountered and felt by every individual when they are in an environment where they are fulfilling their duties and responsibilities due to misunderstandings and differences of opinion between individuals.

Employee success can also be influenced by leadership within the organization. Kotter, 1992 in (Muizu et al., 2019) stated that if leaders want to carry out their duties effectively, they must be competent to influence others using various types of power to carry out their tasks according to what has been planned by the organization. According to the research findings (Muizu et al., 2019) on "The Influence of Leadership on Employee Performance," it is explained that leadership is an important factor in determining the success and failure of what has been achieved by employee performance. The leadership applied in Southeast Sulawesi banking organizations tends to work well in the process of providing positive involvement to its employees. Therefore, this leadership provides sufficient motivation for employees to excel in improving employee performance, as planned by the organization.

Another factor that can affect employee performance is work stress. In a study conducted by Suprihadi, work stress can play a functional role but can also have a detrimental role; other issues can lead to damage in work performance. Arfiani and Luterlan, 2018 in (Buulolo, 2021) This has a negative impact on an individual's condition, hindering their ability to socialize with their surrounding environment. In the research findings (Buulolo, 2021), it was concluded that work stress has a negative influence on employee performance at the Sub-district Office of Aramo, South Nias Regency. Thus, the higher the level of work stress, the lower the employee performance. Consequently, work stress can prevent employees from fully fulfilling their responsibilities, as it can disrupt their activities while working, thereby affecting their health condition.

Workload is one of the things that must be considered by a company because it is also related to the smoothness of the work process by employees. According to Gibson, 2009 in (Utomo, 2019), workload is the obligation to complete too many tasks, in other words, not having enough time to finish the tasks. Therefore, the company should provide a workload that is appropriate to the capabilities of its employees in order to avoid feelings of boredom and fatigue due to work demands.

In a company, employees of course establish interpersonal communication, whereby as social beings, employees interact with each of their colleagues and require an understanding. This is evidenced by research (Erdiansyah et al., 2022) which shows a significant influence of the interpersonal communication variable on the performance of employees at Bank Sumsel Babel, Jakabaring branch in Palembang. This can enable management and employees, or among employees, to build good communication which can create motivation for employees leading to enthusiasm and improved performance. PT BPR Nusamba Rambipuji is a People's Credit Bank located at Jalan Airlangga number 26, Rambipuji District, Jember Regency, East Java Province, operating in the banking and financial services sector and serving the community in the distribution of funds in the form of credit.

Common issues that often occur in the service sector include problems related to inadequate skills, knowledge, and attitudes while working, frequent conflicts between individuals and departments leading to differences of opinion during communication, employee fatigue caused by pressure while carrying out their tasks and responsibilities, and incompatibility with the management's approach to solving company problems. This happens due to the very high demands of customers, so it

cannot be denied that conflicts always arise in the operational activities of the company. Based on the evidence and theory, this research has the advantage of being examined, which can provide contributions for PT BPR Nusamba Rambipuji to be aware of and minimize things that can reduce their employee performance from the outset, considering that the high demands of customers require them to maintain and uphold their reputation in order to serve clients well and achieve company success. If not researched, the company will not gain information, awareness, and lacks proactive measures from the beginning, potentially leading to issues such as conflict, poor leadership, stress, high workload, and inability to foster communication among employees, which can lead to destructive and undesirable outcomes in the future and can lower employee performance.

Methods

Description of the Research Object PT BPR Nusamba Rambipuji, which is located at Jalan Airlangga Number 26 Rambipuji, Jember Regency. PT BPR Nusamba Rambipuji has seven cash offices, including Ambulu cash office, Tanggul, Kencong, Sukowono, Jember city, Pakusari, and Mangli cash office. The researcher has chosen this research object because the company operates in the banking service sector, providing loans and savings for customers, which means the company must be able to maintain its assets to reduce the risks that may occur, particularly the company must be able to manage and maintain human resources to create a conducive work environment.

Population The population is the entirety whose characteristics will be studied, as stated by (Widagdo, 2021). The population in this study consists of all permanent employees at PT. BPR Nusamba Rambipuji, Jember, totaling 66 individuals. Sample According to (Karimudin, 2022), a sample is a part of the number and characteristics possessed by the population. In this study, the sampling technique used is the saturated sampling technique or census; saturated sampling is a sampling determination technique in which all members of the population are to be used as a sample, as stated by (Karimudin, 2022). In this study, the number of samples taken is 66 respondents, which is the total of the entire population.

Results and Discussion

Partial t test According to (Sugiyono, 2018:206) "The t test or partial test is a test used to determine whether, on a partial basis, the independent variable has a significant effect on the dependent variable or not." It tests the significance level of the correlation coefficient which is used to determine the importance of the degree of relationship between the independent variable (X) and the dependent variable (Y), used together with the correlation coefficient. The test criteria are: a. The null hypothesis H_0 is rejected if $t_{\text{calculated}} > t_{\text{table}}$ at $\alpha = 0.05$ and H_0 is accepted if $t_{\text{calculated}} < t_{\text{table}}$ at $\alpha = 0.05$. b. Conversely: H_1 is accepted if significance $< \alpha = 0.05$ and H_1 is rejected if significance $> \alpha = 0.05$.

Table 1. Results of the t-test (Partial)

No	Variable	Sig	t count	t table	Explanation
1	Job Conflict	.436	-.785	0,2000	No Influence
2	Leadership	.156	1.435	0,2000	No Influence
3	Work Stress	.448	.763	0,2000	No Influence
4	Workload	.279	1.092	0,2000	No Influence
5	Interpersonal Communication	.000	4.371	0,2000	There is an influence

Source: SPSS 22 Output Data processed, 2025

1. Hypothesis Testing X1

The significance value of variable X1 against Y is $0.436 > 0.05$ and the calculated t value is $-0.785 < t_{\text{table}} 0.2000$. From this test, it can be concluded that hypothesis H_1 , which states that

there is an influence of the Work Conflict variable on Employee Performance, is rejected and not proven.

2. Hypothesis Testing X2 The significance value of variable X2 against Y is $0.156 > 0.05$ and the calculated t value is $1.435 < \text{table } t \ 0.2000$. From this test, it can be concluded that hypothesis H2, which states that there is an influence of the Work Discipline variable on Employee Performance, is rejected and not proven.

3. Hypothesis Testing X3 The significance value of variable X3 against Y is $0.448 > 0.05$ and the calculated t value is $0.763 < \text{table } t \ 0.2000$. From this test, it can be concluded that hypothesis H3, which states that there is an influence of the Work Motivation variable on Employee Performance, is rejected and not proven.

4. Hypothesis Testing X4 The significant value of variable X4 on Y is $0.279 > 0.05$ and the t calculated value is $1.092 < \text{table } t \ 0.2000$. From this test, it can be concluded that hypothesis H4 which states that there is an influence of the Compensation variable on Employee Performance is rejected and not proven.

5. Hypothesis Testing X5 The significant value of variable X5 on Y is $0.000 < 0.05$ and the t calculated value is $4.371 > \text{table } t \ 0.2000$. From this test, it can be concluded that hypothesis H5 which states that there is an influence of the Workload variable on Employee Performance is accepted and proven.

The simultaneous influence test can be used to determine whether the independent research variables simultaneously or collectively influence the dependent variable. The F test is examined in two ways: by conducting a hypothesis test in the F test by comparing the significant value (Sig.) and by using the probability values from the Anova output by comparing the calculated F value with the table F value. The results of the F test can be seen in the following table.

Table 2. Results of the f test (simultaneous)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	76.017	5	15.203	5.678	.000 ^b
Residual	160.650	60	2.678		
Total	236.667	65			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Interpersonal Communication, Work Stress, Leadership, Workload, Work Conflict

Source: SPSS 22 Output Data processed, 2025

It can be seen that this model has a significance value of 0.000, which is less than 0.05, therefore, this model is significant and can be used to test the hypothesis with a confidence level of 95%. The calculated F value is 2.37, according to the statistics book (Ulul, 2018) with $F \text{ table} = F(k; n-k)$ where k = number of independent variables; n = number of respondents totaling 66 respondents. Therefore: $F \text{ table} = (5; 66 - 5) = (5; 61) = 2.37$. Statistically, it can be proven that the independent variables (work conflict (X1), leadership (X2), work stress (X3), workload (X4), interpersonal communication (X5)). have a significant and positive effect simultaneously on employee performance at PT BPR Nusamba Rambipuji.

Conclusion

Based on the research discussion regarding "The Influence of Work Conflict, Leadership, Work Stress, Workload, and Interpersonal Communication on Employee Performance at PT BPR Nusamba Rambipuji", it can be concluded that:

1. Work conflict does not have a partial effect on employee performance.
2. Leadership does not have a partial effect on employee performance.
3. Work stress does not have a partial effect on employee performance.
4. Workload does not have a partial effect on employee performance.
5. Interpersonal communication has a partial effect on employee performance.
6. Work conflict, leadership, work stress, workload, and interpersonal communication simultaneously influence employee performance.

The research conclusion shows that Work Conflict, Leadership, Work Stress, Workload, and Interpersonal Communication have a positive influence on Employee Performance at PT BPR Nusamba Rambipuji. Therefore, the implications that can be conveyed in this research are as follows:

- 1) It can serve as a mediator and create a conducive atmosphere to provide support, listening when a conflict occurs. According to the book (Dr. Drs Kusworo M.Si, 2019:21), if a conflict occurs, the manager should immediately resolve the conflict internally within the organization (if the conflict is on a low scale). A leader should seek help from someone capable in the field if there is a significant conflict.
- 2) Being able to maintain good leadership, continue to motivate each employee, and it is better implemented in every briefing or during evaluations, so that employees can maintain their achievements and work with a calm heart. According to the book (Siswanti, 2015:10), a leader is able to build relationships and places with their employees with clear goals, a firm statement of values, providing sincere care, openness of information, and being able to self-regulate without imposing rigid rules and strict controls.
- 3) Being able to create a conducive atmosphere, frequently giving appreciation, demonstrating empathy, and being open to employees who are experiencing stress at work, and it is hoped that employees can manage stress by managing break times and exercising. According to the book (Pramono, 2024:46), it is preferable for the work environment to conduct Hypno Self to be a new step to enhance productivity.
- 4) Able to maintain the workload assigned according to the capacity and abilities of each employee, not providing excessive working hours and leaders not calling when employees are on leave. Company leaders must adjust the quantity of work and the timeliness in completing a task to support performance and the success of organizational goals based on the book (Budiasa, 2022:1).
- 5) Able to maintain a conducive atmosphere and continue to exemplify good things that support employee ethics so that they can contribute to one another, according to the book (Kumara M.Pd, 2019:83) communicators must be friendly, sociable, and smart in socializing; on the other hand, providing facts can support opinions. If this is applied, it can reduce misunderstandings in the communication process.

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