

DOI: <https://doi.org/10.31933/dijms.v5i4>

Received: 8 April 2024, Revised: 16 April 2024, Publish: 17 April 2024

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The Influence of Work Conflict on Employee Performance at Bhayangkara Sartika Asih Bandung Hospital

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Abstract: In this study the method used is descriptive and with a quantitative approach. The sampling technique used in this study is the Slovin formula technique with a sample size of 84 people from the total population of 510 employees. This study aims to determine whether work conflict can significantly affect employee performance, both positively and negatively. The method used is a survey with a questionnaire using a questionnaire as a data collection instrument. The sample of this study amounted to 84 respondents, namely employees who work at Bhayangkara Sartika Asih Bandung Hospital. The data collected will be analyzed using descriptive statistical methods and regression analysis. This research consists of four main stages. The first stage is primary data collection through a questionnaire distributed through Google Form to employees at the hospital. This questionnaire includes variables related to work conflict and employee performance. The second stage is data processing, where the collected data will be analyzed using descriptive statistical methods to get an overview of the level of work conflict and employee performance in the hospital. Furthermore, regression analysis will be conducted to examine the relationship between work conflict and employee performance. The third stage is the interpretation of the analysis results, where the findings from the data analysis will be explained and analyzed in depth. These results will provide a better understanding of the relationship between work conflict and employee performance at Bhayangkara Sartika Asih Bandung Hospital. The final stage is the preparation of the research report, in which the findings and recommendations will be presented in a systematic and comprehensive manner. The results of this study are expected to provide a better understanding of the relationship between work conflict and employee performance in the hospital. In addition, this research is also expected to provide recommendations to hospital management in managing work conflict in order to improve employee performance.

Keyword: Work Conflict, Employee Performance.

INTRODUCTION

The hospital is one of the agencies in the service sector that provides several types of health services, including medical services, medical support, treatment, rehabilitation, as an

area of medical and para-medical education or training, as well as a research area for the development of science and technology in the health sector. According to the *World Health Organization* (WHO) cited in Damiyana and Sari (2020: 15), hospitals are an integral part of a social and health organization with the function of providing comprehensive services, healing diseases (curative) and preventing diseases (*preventive*) to the community. Bhayangkara Hospital Tk II Sartika Asih Bandung or commonly abbreviated as RSBSA is one of the hospitals that provides health and care services for both members of the police and the community, as well as a training and research area for the development of health science and technology. In providing health services, Bhayangkara Sartika Asih Bandung Hospital is required to provide quality and professional services to maintain the quality, quantity and safety of its patients.

In accordance with the Vision and Mission of Bhayangkara Sartika Asih Bandung Hospital to become a leading hospital in police service activities, health, education and research in West Java, maintaining and improving the quality of service quality is very important to be the first choice of the people of Bandung and West Java. In accordance with Indonesian Law No. 44 of 2009 concerning Hospitals, it is explained that the organization of the Hospital aims to provide protection for *patient* safety, the community, the hospital environment and human resources in the Hospital, as well as improve quality and maintain hospital service standards.

One of the elements that are important in achieving a goal is conflict ... Conflict generally often occurs in work because of the interaction of individuals with individuals or individuals with groups whose goals are different so that other people are not in line with these goals and the communication formed in the work environment does not go well. According to Rivai in Aprilia et al., (2022: 227) Work conflict is a mismatch between two or more members or groups (in an organization / company) who have to share limited resources or the fact that they have differences in status, goals, values or perceptions. The majority of conflicts at Bhayangkara Sartika Asih Bandung Hospital are personal problems, relationships and the accumulation of work tasks outside the predetermined *jobdesk*.

Based on the results of observations in the field, researchers found that there are problems that show conflict in the work that often occurs in the Bhayangkara Sartika Asih Bandung hospital, namely due to conflicts between members which are characterized by quarrels, associations and conflicts. Differences of opinion in solving problems for decision making. The existence of conflicts between individuals characterized by poor communication and conflicts within a person characterized by emotional forms when getting demands for work completion time.

Based on the results of the initial survey, it shows that each member of the work group still feels that there are differences and demands in completing tasks at the same time at work which ultimately cause disputes and discomfort between coworkers. However, if you look back at the table above, several questions get the existence of work conflicts that fall into category B. This shows that conflicts that occur in the work environment both between members of the work group and between coworkers. This shows that conflicts that occur in the work environment both between individuals, groups and members must be considered to achieve better performance.

So it can be seen that at the Bhayangkara Sartika Asih Bandung Hospital there is a work conflict, in that the work conflict itself can trigger a decrease in employee performance. Employee performance is the result of work that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibilities given by the organization in achieving the vision and mission and goals of the organization with the ability to solve problems according to the specified time and not violate the law Busro in Siregar (2021: 2). Basically, employee performance is an important factor in

determining the success of an institution or organization through the work achieved both from individuals and groups within it.

Based on the results of the initial survey, the performance of each work group member is still not optimal in completing their work assignments and not on time in completing their work assignments, so that this can later affect the work of employees in the form of services to be less than optimal.

METHOD

The research methods used in this research are descriptive and verification. Descriptive method is one of the methods widely used in research that aims to explain an event. Using the simple linear regression analysis method to determine the effect of the variables to be tested. This research is expected to be able to solve existing problems at Bhayangkara Sartika Asih Bandung Hospital.

The population taken in this study were 510 employees of Bhayangkara Sartika Asih Bandung Hospital. The sampling technique used in this study is one of the *Probability Sampling techniques*, namely *Stratified Random Sampling*, which is a sampling technique in which population members are grouped based on their strata, high, medium and low. Then the selected sample represents each stratum. (Sahabuddin et al., 2021: 196)

Based on the *Stratified Random Sampling* technique, the sample in the study is as in the table below.

Table 1 Number of Respondents Based on Strata

Description	Total Population	Sample Quantity
Police	32	5
Civil Servant (PNS)	159	26
BLU Non-civil servants	284	47
Partner	35	6
Total	510	84

Source: Personal Administration and Logistics (Urmin), August 2023

Validity Testing

In testing the validity using the *Pearson Product Moment* (PPM) correlation formula which is processed through SPSS version 26.0 *for windows*.

Reliability Testing

Reliability testing using the *Cronbach Alpha* approach. According to Ghazali in Alamsyah (2020: 249) the *Cronbach Alpha* value is greater than 0.6, so the questionnaire is said to be reliable.

Linearity Test

Linearity test using *Deviation from Linearity*. The linearity test states that for any linear regression equation. The relationship between the independent and dependent variables must be liner.

Normality Test

This normality test is carried out to determine whether or not a data distribution is normal. These results will affect the statistical techniques used to process further data. In this study, the calculation of normality used the *One Sample Kolmogorov - Smirnov Test* statistical test with the help of SPSS 26.0 *for windows*.

Heteroscedasticity Test

The heteroscedasticity test is to see if there is an inequality of variance from the residuals of one observation to another. Heteroscedasticity test to see if the variables under review show heteroscedasticity deviations Soetanto and Saino (2022: 15). In this study, heteroscedasticity testing used the *Scatterplot* method. The condition that states if heteroscedasticity is met or not is if the data distribution points are randomly scattered above and below or around the number 0 on the graph, then there is no heteroscedasticity.

Simple Linear Regression Analysis

Simple regression is an analysis that consists of only two variables, namely, independent and dependent variables. In simple linear regression analysis, this form of analysis is to predict how high the dependent value of variable Y will be if the value of variable X changes. Simple regression can be described as follows:

$$Y = a + bX$$

Description:

Y = Dependent variable

X = Independent variable

A = Constant (if the value of X is 0, then Y will be a or constant)

B = Regression coefficient (increase or decrease value)

Pearson Product Moment Correlation Analysis

The correlation method is a linking method or research method that seeks to connect one element or element with another to create a new form and form that is different from the previous one. Correlation analysis is a tool used to measure the level of relationship between the independent variable and the dependent variable. *Pearson Product Moment Correlation* is one of the correlation measures used to regulate the strength and direction of the linear relationship of two variables. Therefore, the correlation analysis used is the *Pearson Product Moment Correlation* to determine whether or not the relationship between the independent variable and the dependent variable is strong.

Coefficient of Determination Analysis

The coefficient of determination is symbolized by r^2 in principle, it sees how much influence the independent variable has on the dependent variable. The usefulness of the coefficient of determination is to determine how much the degree or percentage of correlation and regression of the independent variable (X) explains the dependent variable (Y). If the coefficient of determination in the regression model continues to be small or gets closer to zero, it means that the smaller the influence of all independent variables on the dependent variable or the value of R^2 getting closer to 100% means that the greater the influence of all independent variables on the dependent variable. The coefficient of determination formula is:

$$Kd = r^2 \times 100\%$$

Description:

Kd = coefficient of determination r^2 = correlation coefficient value

RESULTS AND DISCUSSION

Research Results

Validity Test

The results of the validity test for each variable instrument in this study can be seen in Table 2 below.

Table 2 Recapitulation of Instrument Validity Testing Results (n=84)

Variables	Item Number	r count	r table	Description
	X1	0,560	0,2146	Valid

Work Conflict (X)	X2	0,661	0,2146	Valid
	X3	0,707	0,2146	Valid
	X4	0,574	0,2146	Valid
	X5	0,620	0,2146	Valid
	X6	0,600	0,2146	Valid
	X7	0,384	0,2146	Valid
	X8	0,556	0,2146	Valid
	X9	0,624	0,2146	Valid
	X10	0,746	0,2146	Valid
	X11	0,400	0,2146	Valid
	X12	0,308	0,2146	Valid
Variables	Item Number	r count	r table	Description
Employee Performance (Y)	X1	0,500	0,2146	Valid
	X2	0,453	0,2146	Valid
	X3	0,790	0,2146	Valid
	X4	0,786	0,2146	Valid
	X5	0,493	0,2146	Valid
	X6	0,664	0,2146	Valid
	X7	0,713	0,2146	Valid
	X8	0,630	0,2146	Valid

Source: Data Processing Results 2023

Based on the table above, it can be seen that all questionnaire items used to measure the two variables have a correlation coefficient (validity) greater than the r table value of 0.2146 ($r > 0.2146$) and with a Sig. value smaller than 0.05 (Sig. < 0.05) so it can be concluded that all questionnaire items can be declared to have good validity.

Reliability Test

The results of the reliability test for each variable of this study can be seen in Table 3 below.

Table 3 Reliability Testing Results

No.	Variables	Cronbach's Value Alpha	Description
1	Work Conflict (X)	0,804	Reliable
2	Employee Performance (Y)	0,716	Reliable

Source: Data Processing Results 2023

Based on the results of the reliability test conducted on all question items of the work conflict variable questionnaire and employee performance in this study, it shows that the reliability coefficient value (*Cronbach's Alpha* which is greater than 0.6). Thus it can be concluded that the instrument in measuring variables has good reliability (reliable).

Discussion

Work Conflict at Bhayangkara Sartika Asih Hospital Bandung

Work conflict is a discrepancy or incompatibility between two or more members or groups (in an organization/company) who must share limited resources or the fact that they have different status, goals, values or perceptions.

Table 4 Recapitulation of Work Conflict Variables of Bhayangkara Sartika Asih Bandung Hospital

No.	Question	Frequency					Score	Category
		1	2	3	4	5		
		STS	TS	R	S	SS		
1	I have experienced differences of opinion in order to achieve a goal	8	9	1	44	22	315	Good
2	I get work outside of the prescribed conditions	17	27	1	26	13	243	Good enough

3	I have experienced an argument or debate between me and my coworkers.	7	18	4	43	12	287	Good
4	I have felt that my coworkers and I have differences in solving problems related to work	12	16	1	48	17	314	Good
5	I used to have discrepancies viewpoints between members	5	15	4	46	14	301	Good
6	I have feelings and emotional conflicting between members	11	20	9	36	8	262	Good enough
7	I put aside my personal interests for the sake of work interests	1	8	1	55	19	355	Good enough
8	I once had the same idea as a coworker to achieve a goal that had been set.	1	4	2	56	21	344	Good
9	I feel that my coworkers and I have a different vision of the task or job	7	18	5	43	11	285	Good
10	I've been there personal disputes between me and my coworkers	11	18	4	40	11	274	Good enough
11	I have taken informal or excessive authority over my duties. which is given	19	26	7	26	6	226	Good enough
12	I have reprimanded my coworkers when my coworkers were relaxing while I was working. complete the task	5	11	8	49	11	302	Good enough
Total							3488	
Average							277	

Source: Recap of Data Processing Results 2023

Based on table 4 above, work conflict at Bhayangkara Sartika Asih Bandung Hospital gets a total score of 3488 with a good category. This shows that the awareness of work conflicts that occur in Bhayangkara Sartika Asih Bandung Hospital is still widely experienced by employees, including often getting work outside the provisions, frequent arguments or debates between employees, there are differences in viewpoints and visions in achieving a goal, there are still disputes between employees. These things can trigger work conflicts at work without them realizing it.

Employee Performance of Bhayangkara Sartika Asih Bandung Hospital

In general, employee performance variables at Bhayangkara Hospital Sartika Asih Bandung:

Table 5 Recapitulation of Employee Performance Variables of Bhayangkara Sartika Asih Bandung Hospital

No.	Question	Frequency					Score	Category
		1	2	3	4	5		
		STS	TS	R	S	SS		
1	I always try to produce better quality work than my coworkers.	1	4	5	51	23	343	Good

	I							
2	I am willing to be given additional quantity of work outside working hours if needed	6	20	4	45	9	283	Good enough
3	I always do my assignments on time specified	1	1	0	54	28	359	Very good
4	I am able to work according to orders and complete them on time	1	1	1	50	31	361	Very good
5	I am willing to help my coworkers with their work Not in.	10	24	7	30	13	264	Good enough
6	I am always thorough in doing all forms of work	2	2	3	51	26	349	Good
7	I always keep my trust while on a work order	1	0	0	41	42	375	Very good
8	I always look for alternatives in completing tasks if I am find it difficult	2	2	3	50	27	350	Good
Total							2684	
Average							335,5	

Source: Results of Processing Questionnaire Data 2023

Based on table 5 above, employee performance at Bhayangkara Sartika Asih Bandung Hospital gets a total score of 2684 in the good category. This shows the quality possessed by employees of Bhayangkara Sartika Asih Bandung Hospital in working in accordance with the expectations of the agency, completion of tasks is always on time, always maintain trust in orders and always meticulous in performing every job task.

The Effect of Work Conflict on Employee Performance of Bhayangkara Sartika Asih Hospital Bandung

The results showed that work conflict affects employee performance at Bhayangkara Sartika Asih Bandung Hospital by 0.303% or with a coefficient of determination of 30.3%. Furthermore, the simple regression equation between work conflict and employee performance is employee performance (Y) = 13,907 + 0.366 (X) work conflict. The regression equation shows that every increase of 1 unit of work conflict, employee performance will also increase by 0.366 and if there is a decrease of 1 unit, employee performance will also decrease by 0.366.

Based on the research results, the hypothesis test has proven that the tcount value is $5.969 > t_{\text{tabel}} (1.989)$ and the significance value $(0.000) < 0.05$. So it can be concluded that H_0 is rejected and H_a is accepted. The results of this study are supported by the theory

MSI Data Transformation

MSI data transformation or Successive Interval Method is a process of converting ordinal data into interval data by converting the cumulative proportion of each change in the category into its raw normal curve value. Processing ordinal data into interval data is done by using the *Successive Interval Add-ins* in Microsoft Excel. The results of the data transformation *method succesiv interval* are in the attachment below.

Classical Assumption Test

Linearity Test

Table 6 Linearity Test Results
ANOVA Table

Sum of Squares			df	Mean Square	F	Sig.
Employee Performance * WorkGroups Conflict	Between Groups	(Combined)	1692.943	81	20.901	20.785 .047
		Linearity	513.356	1	513.356	510.522 .002
		Deviation from Linearity	1179.588	80	14.745	14.663 .066
	Within Groups		2.011	2	1.006	
	Total		1694.954	83		

Source: SPSS Processing Results 2023

Based on the results of the linearity test in table 4.10, it is known that the significance value of *Deviation from Linearity* is 0.066, which means that this value shows greater than the provisions of significance > 0.05 (0.066 > 0.05). So it can be concluded that the relationship between the two variables is said to be linear.

Normality Test

Testing using the *Kolmogorov - Smirnov* test is done by making the following hypothesis:

1. If the significance or probability value > 0.05, it can be stated that the hypothesis (H0) is accepted, which means that the residual data is normally distributed.
2. If the significance or probability value < 0.05, it can be stated that the hypothesis (H0) is rejected, which means that the residual data is not normally distributed.

Table 7 Data Normality Test Results
One-Sample Kolmogorov-Smirnov Test
Unstandardized Residual

N		84
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.77307939
Most Extreme Differences	Absolute	.111
	Positive	.111
	Negative	-.085
Test Statistic		.111
Asymp. Sig. (2-tailed)		.012 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: SPSS Processing Results 2023

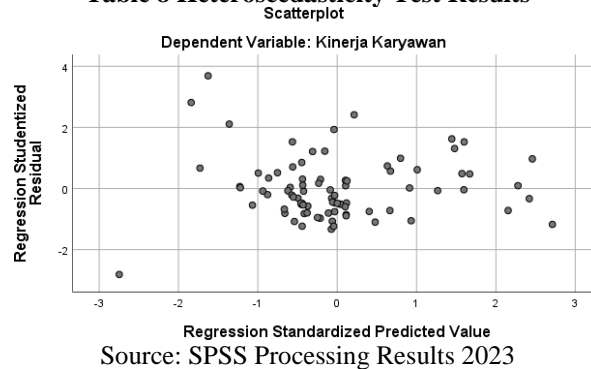
Based on the normality test results in table 4.11 above, it can be seen that, the significance value is 0.012, which means that the value shows greater than the significance requirement of 0.05 (0.012 > 0.05), it can be concluded that the residual value is normally distributed.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is a mismatch or inequality of residual variances in the regression model. In this study, heteroscedasticity testing uses the *Scatterplot* method with the condition that states if heteroscedasticity is met or not is if the data distribution points are randomly scattered, not patterned or above and below around the

number 0 on the graph then there is no heteroscedasticity. The results of data processing are as follows:

Table 8 Heteroscedasticity Test Results



Based on the results of the heteroscedasticity test in table 4.12 above, it can be seen that there is no heteroscedasticity problem because the data distribution points look random and not patterned or around the number 0.

Simple Linear Regression Analysis

Simple linear regression analysis is an analysis that predicts how high the dependent value of variable Y is if the value of variable X changes. Simple regression can be described as follows:

Table 9 Simple Linear Regression Test Results
Coefficients^a

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1	(Constant)	13.907	2.185	6.363	.000
	Work Conflict	.366	.061	.550	.596

a. Dependent Variable: Employee Performance

Source: SPSS Processing Results 2023

Based on table 9 of the SPSS output above, the regression equation model can be formulated as follows:

$$Y = \alpha + \beta X$$

$$Y = 13.907 (\alpha) + 0.366 (X)$$

This shows that the results of the calculation of the coefficients α and β (beta), t_{count} and the level of significance. The results of the simple linear regression test obtained a constant value (α) of 13,907 and beta (β) 0.366. The constant value of 13,907 means that when work conflict is zero or employee performance is not affected by work conflict, the average employee performance is 13,907. Furthermore, if the regression coefficient of 0.366 contained in the regression coefficient of the independent variable (work conflict) shows that the direction of the relationship between work conflict and employee performance is positive, so that each increase in one unit of work conflict will affect the increase in employee performance by 0.366.

Pearson Product Moment Correlation Analysis

Correlation coefficient analysis is a tool used to determine the level of relationship between the independent variable and the dependent variable. The testing technique carried out in this study used the SPSS 2.6 for windows program and the *Pearson product moment* correlation formula. The results of the correlation coefficient analysis are as follows:

Table 10 Results of Correlation Values Between Variables
Correlations

Work Conflict			Performance Employees
Work Conflict	Pearson Correlation	1	.550**
	Sig. (2-tailed)		.000
	N	84	84
Employee Performance	Pearson Correlation	.550**	1
	Sig. (2-tailed)	.000	
	N	84	84

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Processing Results 2023

Based on the calculation results in the table above, it can be seen that the correlation value of the work conflict variable (X) and employee performance (Y) is 0.550. When viewed from the benchmark table for the interpretation of the correlation coefficient, the results obtained of 0.550 are in a **fairly strong** relationship with employee performance at Bhayangkara Sartika Asih Bandung Hospital.

Coefficient of Determination Analysis

The coefficient of determination test is used to see how much influence the independent variables have on the dependent variable. If the coefficient of determination in the regression model continues to be small or gets closer to zero, it means that the smaller the influence of all independent variables on the dependent variable or the value of R^2 getting closer to 100% means that the greater the influence of all independent variables on the dependent variable. The results of the coefficient of determination test are as follows:

Table 11 Test Results of the Coefficient of Determination
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550a	.303	.294	3.796016

a. Predictors: (Constant), Work Conflict

Source: SPSS Processing Results 2023

Based on table 11 above, the coefficient of determination is 0.303. Then the coefficient of determination is as follows:

$$Kd = (r^2) \times 100\% = 0,303 \times 100\% = 30,3\%$$

This shows that the effect of work conflict on employee performance at Bhayangkara Tk. II Sartika Asih Bandung Hospital is 30.3%, the rest is 69.7% which is influenced by other variables not included in this study. The variables that are not included in the study are Work Motivation, Work Environment, Leadership Style, Work Discipline and Organizational Culture.

Hypothesis Test

The t test is used to determine whether the work conflict variable (X) has a significant effect on employee performance (Y). The explanation can be seen in the following table:

Table 13 T test
Coefficients^a

Unstandardized Coefficients			Standardized Coefficients	t	Sig.
Model	B	Std. Error	Beta		
1	(Constant)	13.907		6.363	.000

Work Conflict	.366	.061	.550	5.969	.000
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a. Dependent Variable: Employee Performance
Source: SPSS Processing Results 2023

Based on the table above, the data obtained is as follows:

1. The t_{count} value is 5.969 with a significant value of 0.000.
2. The t_{table} value at a significance of 0.05 and degrees of freedom (df) is 1.989.

CONCLUSION

Work conflicts that occur at Bhayangkara Sartika Asih Bandung Hospital still occur frequently and are experienced by many employees. This can be seen from 84 respondents who answered 12 questions about work conflict at Bhayangkara Sartika Asih Bandung Hospital. Employee performance at Bhayangkara Sartika Asih Bandung Hospital shows good performance conditions. Basically, performance is one measure of achievement for employees whether the employee has given good performance to the agency. This can be seen from 84 respondents who answered 8 questions regarding employee performance at Bhayangkara Sartika Asih Bandung Hospital. work with the target, do the work carefully, hold the mandate in the work and have worked on time. Work conflict affects employee performance at Bhayangkara Sartika Asih Bandung Hospital. Which means that the more work conflicts that occur in the work environment, the more employee performance will decrease in the company and vice versa the higher the awareness of work conflicts can minimize the occurrence of work conflicts so that employee performance will be able to increase.

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