

The Impact of Employee Performance on Workplace Conflict and Organizational Culture among Indonesian Workers

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Abstract

This study aims to determine how much influence work conflict and organizational culture have on employee performance at PT. PG Rajawali II Cirebon. This research is an associative research type, and this research method uses quantitative methods. The population in this study were all employees of PT. PG Rajawali II Cirebon with a total sample of 89 respondents. The methodology involved the utilization of a questionnaire for gathering data. Assumption testing was conducted, incorporating normality and multicollinearity tests. The regression analysis employed a multiple regression test, and the coefficient of determination test was employed to ascertain the percentage change in the dependent variable (Y) attributed to the independent variable (X). Hypothesis testing involved the use of t and F tests. The findings of this study indicated that work conflict exhibited a positive and significant influence on employee performance. Similarly, organizational culture demonstrated a positive and significant impact on employee performance. In summary, both work conflict and organizational culture were found to have a positive and significant overall effect on employee performance. The implications of this research include a better understanding of how work conflict and organizational culture can influence employee performance at PT. PG Rajawali II Cirebon. Therefore, management may consider more effective conflict management and strengthening organizational culture to support optimal performance. Suggestions for future research could focus on a more in-depth analysis of factors that can optimize the management of work conflict and strengthen organizational culture in a broader industrial context. Additionally, research can involve other variables that may contribute to employee performance holistically.

Keyword: Employee Performance, Organizational Culture, Organizational Employee, Work Conflict.

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1. Introduction

In the current era of globalization, business competition is exceptionally fierce, necessitating each company to fulfill consumer demands and endeavor to develop products with distinct advantages that set them apart from competitors. Along with the increasingly intense competition in the business world, effective efforts to anticipate it. One of the efforts to develop the company's competitive advantage is to improve the quality of human resources in the company through HR development strategies in the company. Systematic development of superior human resources is one of the strategies that must be developed by the company to increase company excellence.

The excellence of the company along with the development of business currently is very rapidly growing, a company must be able to keep up with its development. If a company cannot keep up with existing developments, the company will lose to its competitors. During emerging competition, a company must be able to survive and compete healthily. The attainment of desired goals by a company hinge on the presence of reliable human resources within its workforce. Human Resources (HR) stands as a pivotal element that significantly influences the company's development. Essentially, human resources encompass individuals who act as drivers, critical thinkers, and strategic planners working towards the realization of organizational or company objectives. Employees, far from being mere resources, are viewed as valuable assets for the company. This perspective has given rise to a fresh approach beyond the traditional concept of human resources. The accomplishment of organizational goals is contingent upon the performance of the human resources responsible for executing tasks. Qualified employees are those who not only carry out their duties to the utmost capability but also exhibit commendable behavior, thereby providing the organization with the necessary skills to achieve goals and meet deadlines efficiently. One way for employees to work effectively and efficiently is to improve performance.

Performance is the result or level of one's overall success during a certain period in carrying out tasks compared to various possibilities, such as work standards, work results, targets or goals or criteria that have been determined in advance and have been agreed upon. A company can be said to be successful when the level of employee performance is in the high category. Because in this case an employee will feel comfortable in the entire company, and this means that the company has a high percentage to be able to retain employees to stay and contribute to the company.

Effectively managing performance requires careful consideration of various crucial aspects, and one of them is managerial competence. A common mistake is assigning individuals to strategic positions without ensuring they possess the necessary conceptual managerial competence. This oversight can impede the smooth functioning of the performance process. Therefore, to achieve good performance, it must begin with the placement of strategic positions with the right people. In addition to proper performance placement, another important aspect of management must pay attention to and adjust indicators to the competence of existing employees. Determination of indicators must be in accordance with the ability to carry it out, so that the determination is made gradually along with increasing employee competence through directed training. This is a good way that can increase employees to achieve it.

Conflict is an opposition that occurs between what a person expects of himself, others, the organization, and the reality of what he expects (Mangkunegara 2016). Conflict usually arises in work because of communication problems, personal relationships or organizational structure. Conflicts usually arise at work because of communication problems, personal relationships or organizational structures. Disagreements between two or more members or organizational groups arise from the fact that they have differences in status, goals, values and perceptions. In a work environment, conflicts are bound to occur, although they are natural but not left unchecked. If not handled properly, conflict in the workplace can make employees feel uncomfortable. Conflict can occur because of over-reliance on one another. It usually happens because an employee depends on other people to get the job done.

In addition, what triggers conflict is the difference in working styles, each team member must have a different working style. Some employees tend to prefer working with a team-oriented approach. But some employees prefer to do things themselves because it is faster. Differences in working styles like this can trigger conflict. Another thing that can trigger conflict is leadership conflict. Every leader has a different style of leading. In a day they face and communicate with different leadership styles. Leadership style with a direct and personal approach. So, the point is that conflict arises through disagreement about the goals to be realized/techniques used to realize these goals. In essence, work conflict is a relationship due to conflict that occurs between two or more individuals in the work environment due to differences between what individuals want and the realities that are passed. Therefore, so that conflict can be managed properly, the parties involved in the organization should understand the causes of conflict.

Beyond conflicts, organizational culture stands as another influential factor affecting employee performance. Organizational culture refers to a shared system of meaning among members that sets an organization apart from others. This shared meaning system encompasses key characteristics that signify the organization's aspirations. Unlike job satisfaction, which is evaluative, organizational culture is more about how employees comprehend the cultural attributes of an organization, irrespective of whether they like them or not. It is a descriptive attitude that goes beyond personal evaluations. Building upon this phenomenon and insights from previous research, the authors are motivated to conduct a study titled "The Influence of Work Conflict and Organizational Culture on Employee Performance at PT. PG Rajawali II Cirebon." The research aims to delve into the intricate dynamics between work conflict, organizational culture, and employee performance within the context of PT. PG Rajawali II Cirebon.

2. Material and Method

This The type of research to be used is associative research. By using this associative type, researchers can determine the effect between the independent variable (which affects), namely work conflict (X), organizational culture (X2) and the dependent variable (which is affected), namely performance (Y).

2.1 Design Study

Population

The population taken for this study were employees of PT. PG Rajawali II Cirebon as many as around 89 people. According to Sugiyono (2017: 137) states that: "The sample is part of the number of characteristics that the population has". Researchers used saturation sampling in determining the sample because the total population of the number of employees of PT. PG Rajawali II Cirebon was around 89 people. So that researchers make the number of all employees sampled in this study.

2.2 Data Analysis

1) Validity Test

To assess the validity of the data, criteria derived from Ghazali's SPSS 25.0 for Windows book (2018: 52) were employed. The conclusions are as follows: a. If $r_{count} > r_{table}$, the statement is considered valid and suitable for research use. b. If $r_{count} < r_{table}$, the statement is deemed invalid and unsuitable for research use. r_{count} is determined from the Cronbach Alpha results in the Correlated Item-Total Correlation Column.

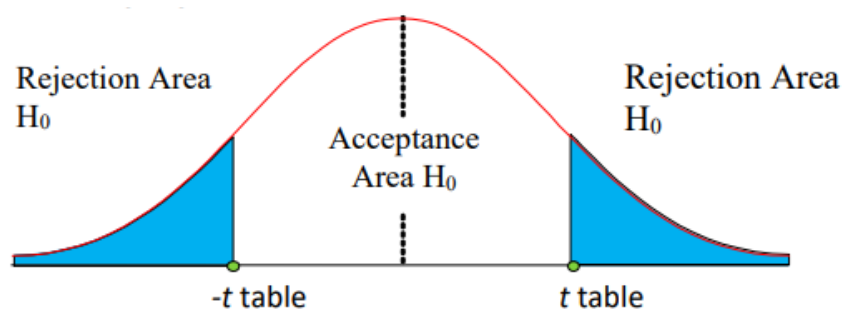
Moving on to the reliability test, it serves as a tool for gauging the measurement consistency of a questionnaire, acting as an indicator for a variable or construct. Nunnally, as cited in Ghazali (2018: 48), outlines the reliability criteria:

1. If $\alpha_{count} > 0.70$, the questionnaire is considered reliable.
2. If $\alpha_{count} < 0.70$, the questionnaire is regarded as not reliable.

Proceeding to the regression analysis, the formula equation is used to determine whether H_0 (null hypothesis) is accepted or rejected. This involves comparing t_{count} with t_{table} with the following criteria:

1. If $t_{count} > t_{table}$, H_0 is rejected, and H_a (alternative hypothesis) is accepted. This implies that there is a partial effect of variable (X) on the dependent variable (Y).
2. If $t_{count} < t_{table}$, H_0 is accepted, and H_a is rejected. This suggests that there is no partial or individual effect of variable (X) on the dependent variable (Y).

To interpret the results of the t-test hypothesis between variable X and variable Y, refer to the subsequent figure.



Source: Sugiyono (2017:163)

Figure 1 Acceptance and Rejection Areas of the T Test

F Test (Simultaneous)

This F test is used to test the significance of the influence of the independent variables together on the dependent variable. If the test result $F_{count} > F_{table}$ means that the variable is significant

enough to explain the dependent variable. To test the multiple correlation coefficient, it is calculated using the formula:

$$F_h = \frac{R^2 / K}{(1 - R^2) / (n - k - 1)}$$

Sumber : Sugiyono (2017:284)

Description:

R = Multiple Correlation Coefficient

K = Number of Independent Variables

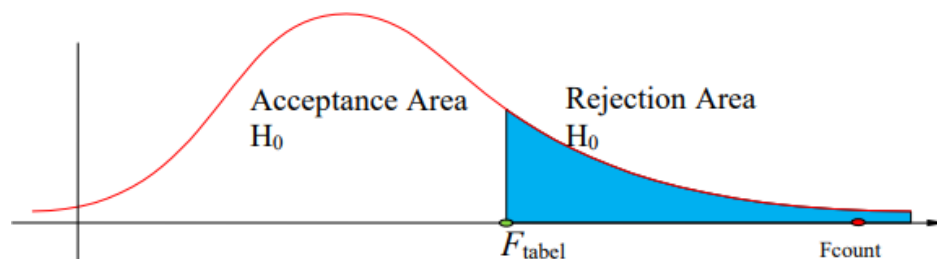
n = Number of Sample Members.

To find out whether H_0 is rejected or accepted, namely by comparing F_{count} with F_{table} .

Testing Criteria:

- If $F_{count} > F_{table}$ then H_0 is rejected and H_a is accepted, meaning that statistically variable X1 with variable X2 together have a significant influence on variable Y.
- If the value of $F_{count} < F_{table}$, then H_0 is accepted and H_a is rejected, meaning statistically that variable X1 with variable X2 together do not have significant effect on variable Y.

To determine whether H_0 is rejected or accepted, namely by comparing F_{count} with F_{table} . This can be described as follows:



Source: Sugiyono (2017:1)

Figure 2 Acceptance and Rejection Areas of the F Test.

3. Result

Digitization The results of the calculation of the validity test of the conflict instrument obtained the following data. The measurement model encompasses three distinct stages. The initial phase involves the analysis of internal consistency. Subsequently, the second stage entails the evaluation of construct validity. Finally, the last step is dedicated to determining discriminant validity. Internal consistency is evaluated through the assessment of Cronbach Alpha (CA) and Composite Reliability (CR) values, as outlined in Table 2. It is recommended that a reliability value exceeding 0.7 is considered indicative of good reliability.

Table 1. Validity Test Results of Work Conflict Instrument (X1)

Grain Statement	Rcounter	Rtable	Results
P1	0.340	0.2084	Valid
P2	0.664	0.2084	Valid
P3	0.655	0.2084	Valid

Grain Statement	Rcounter	Rtable	Results
P4	0.695	0.2084	Valid
P5	0.713	0.2084	Valid
P6	0.833	0.2084	Valid
P7	0.664	0.2084	Valid
P8	0.856	0.2084	Valid
P9	0.868	0.2084	Valid
P10	0.819	0.2084	Valid
P11	0.830	0.2084	Valid
P12	0.814	0.2084	Valid
P13	0.360	0.2084	Valid
P14	0.664	0.2084	Valid

Source: Data processing results 2023

Based on the table above, it shows that the value of Rcount > Rtable for statements 1-14 of the work conflict variable (X1) is feasible and can be used for the next data analysis process.

Validity Test of Organizational Culture (X2)

The results of the calculation of the validity test of the organizational culture instrument obtained the following data:

Table 2. Organizational Culture Instrument Validity Test Results (X2)

Grain Statement	Rcounter	Rtable	Results
P1	0.424	0.2084	Valid
P2	0.375	0.2084	Valid
P3	0.330	0.2084	Valid
P4	0.239	0.2084	Valid
P5	0.290	0.2084	Valid
P6	0.357	0.2084	Valid
P7	0.412	0.2084	Valid
P8	0.408	0.2084	Valid
P9	0.367	0.2084	Valid
P10	0.478	0.2084	Valid
P11	0.619	0.2084	Valid

Grain Statement	Rcounter	Rtable	Results
P12	0.601	0.2084	Valid
P13	0.540	0.2084	Valid
P14	0.476	0.2084	Valid
P15	0.402	0.2084	Valid
P16	0.280	0.2084	Valid

Source: Data Processing Results 2023

Based on the table above, it shows that the value of Rcount > Rtable for statements 1-16 of the organizational culture variable (X2) is suitable for the next data analysis process.

Employee Performance Validity Test (Y)

The results of the calculation of the validity test of the training instrument obtained the following data:

Table 3. Validity Test Results Employee performance instrument (Y)

Grain Statement	Rcounter	Rtable	Results
P1	0.748	0.2084	Valid
P2	0.839	0.2084	Valid
P3	0.746	0.2084	Valid
P4	0.752	0.2084	Valid
P5	0.629	0.2084	Valid
P6	0.530	0.2084	Valid
P7	0.603	0.2084	Valid
P8	0.746	0.2084	Valid
P9	0.752	0.2084	Valid

Source: Data processing results

Based on the table above, it shows that the value of rcount > rtable for statements 1-9 of the employee performance variable (Y) is feasible and can be used for the next data analysis process.

Reliability Test

Reliability Test of Work Conflict (X₁)

The outcomes of the reliability test for the Training variable instrument, computed using the SPSS Version 25 for Windows program, are as follows::

Table 4. Results of Reliability Test of Work Conflict Variable Instrument (X₁)

Reliability Statistics

Cronbach's Alpha	N of Items
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.934	14
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Based on the table above, it shows that the Cronbach's Alpha value > 0.70 or $0.934 > 0.70$ means that the work conflict variable (X1) is reliable.

Work Motivation Reliability Test (X2)

The outcomes obtained from conducting the reliability test for the Work Motivation variable instrument using the SPSS Version 25 for Windows program are presented below:

Table 5. Organizational Culture Variable Instrument Reliability Test Results (X₂)

Reliability Statistics

Cronbach's Alpha	N of Items
.744	16

Based on the table above, it shows that the Cronbach's Alpha value > 0.70 or $0.744 > 0.70$ means that the work culture variable (X2) is reliable.

Employee Performance Variable Reliability Test (Y)

The results of the calculation of the reliability test of the Employee Performance variable instrument using the SPSS Version 25 for Windows program are as follows:

Table 6. Results of Reliability Test of Employee Performance Variable Instrument (Y)

Reliability Statistics

Cronbach's Alpha	N of Items
.867	9

Based on the table above, it shows that the Cronbach's Alpha value > 0.70 or $0.770 > 0.70$ means that the employee performance variable (Y) is reliable.

Hypothesis Test

T Test (Partial)

The effect of work conflict (X1) on employee performance

Based on table 4.21 for the work conflict variable (X1), the $t_{count} > t_{table}$ is $4.537 > 0.2084$ with a sig of $0.005 < 0.05$, so H_0 is rejected, and H_a is accepted, meaning that work conflict has a positive and significant effect on employee performance. Researchers present a picture to illustrate the location or position of the Tcount with the Ttable, which is as follows:

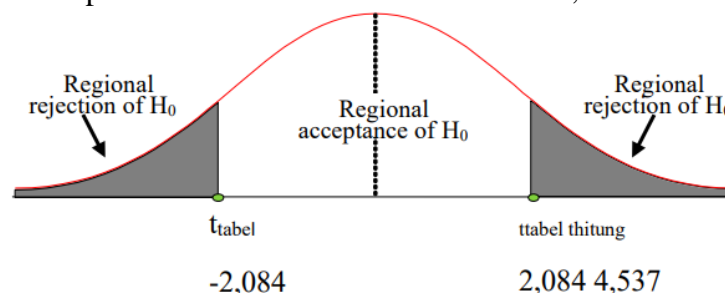


Figure 3 Acceptance and Rejection Areas of the First Hypothesis

Effect of Organizational Culture (X2) on Employee Performance

Based on table 4.21 for the work motivation variable (X2), the $t_{count} > t_{table}$ number is $3.146 > 2.084$ with a sig of $0.000 < 0.05$, so H_0 is rejected and H_a is accepted. This means that Organizational Culture has a positive and significant effect on employee performance. The study presents a picture to illustrate the location or position of T_{count} with T_{table} as follows:

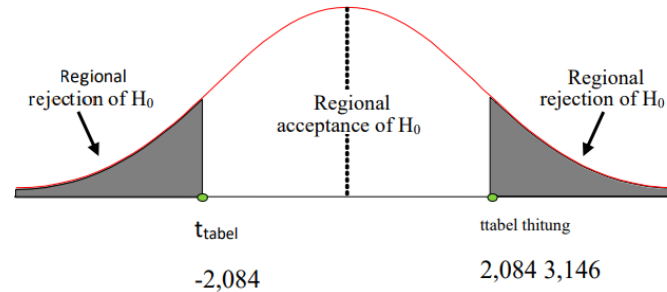


Figure 4 Acceptance and Rejection Regions of the Second Hypothesis

F Test (Simultaneous)

The research hypothesis proposed is to test the hypothesis between work conflict and organizational culture simultaneously on employee performance can be done with the following analysis steps:

1. Hypothesis Formulation
 - H_0 = There is no effect between training and work motivation simultaneously on employee performance.
 - H_a = There is an influence between training and work motivation simultaneously on employee performance.
2. Testing Conditions
 - a. If $F_{count} > F_{table}$ then H_0 is rejected and H_a is accepted
 - b. If $F_{count} < F_{table}$, then H_0 is accepted and H_a is rejected.
3. Calculating the magnitude of the F_{count}
 - Conditions: significance level = 0.05 and degree of freedom df_1 (Number of variables-1) or $3-1 = 2$. Then the degree of freedom df_2 ($n-k-1$) or $89-2-1=86$ Then the results obtained for F_{table} are 3.10.

The following is a table of F Test results on Spss windows 25 as follows:

Table 7. F Test Results of the Effect of Training and Work Motivation on Employee Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	347.585	2	173.792	21.081	.000 ^b
	Residual	708.977	86	8.244		
	Total	1056.562	88			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Organizational Culture, Conflict

Based on the table above, training and work motivation affect employee performance. This can be proven by the F_{count} value of $21.081 > F_{table}$ of 3.10 and a sig value of $0.000 < 0.05$. Thus, H_0 is rejected, and H_a is accepted. This means that there is a significant and positive influence between work conflict and organizational culture together on employee performance.

Researchers present a picture to illustrate the location or position of F_{count} with F_{table} , which is as follows:

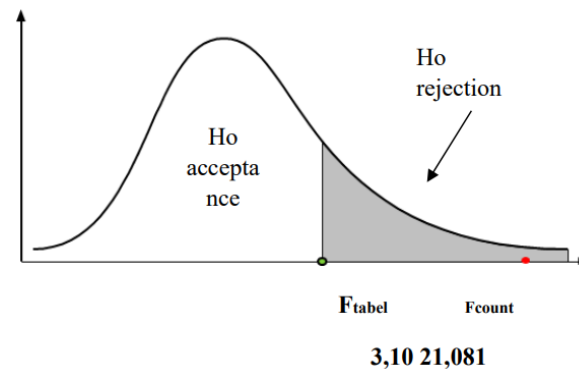


Figure 5 Third Hypothesis Acceptance and Rejection Region.

4. Discussion

Based on the results of testing the first hypothesis, the results obtained state that work conflict affects employee performance at PT PG Rajawali II Cirebon. This can be proven based on the statistical test coefficient table, the t_{count} value for the work conflict variable is 4.537 with a t_{table} value of 0.2084, with a significance value of 0.005. So it can be seen that for the work conflict variable (X_1) the obtained $t_{count} > t_{table}$ is $4.537 > 0.2084$ with $sig\ 0.005 < 0.05$, these results indicate that there is an influence between work conflict and employee performance, and the results of this analysis indicate that the amount of work conflict value determines employee performance.

Based on the results of testing the first hypothesis, the results obtained state that work conflict affects employee performance at PT PG Rajawali II Cirebon. This can be proven based on the statistical test coefficient table, the t_{count} value for the organizational culture variable is 3.146 with a t_{table} value of 0.2084, with a significance value of 0.005. So it can be seen that for the organizational culture variable (X_2) obtained $t_{count} > t_{table}$, namely $3.146 > 0.2084$ with $sig\ 0.005 < 0.05$, these results indicate that there is an influence between organizational culture employee performance, and the results of the analysis indicate that the amount organizational culture value determines employee performance.

Based on the average score of the employee performance questionnaire that has been answered by respondents of 4.07. The lowest average value of 3.87 is in statement item P4 with the statement "My job is in accordance with my education". The researcher's reason is because education and work in the reality of the world of work are not in line or not suitable. The lowest average value 2 of 3.98 is found in item P1 with the statement "the work provided can be easily understood", the reason for the researcher should be that the work provided is delivered easily so that employees understand it well. While the highest average value 1 of 4.22 is found in statement item P1 with the statement "I always innovate at work". Alalsan researchers because in the company in actual evidence employees always innovate at work can be seen from the results they get. The highest average value of 2 was 4.16 with statement item P6 with the statement "I am required to have a level of concentration and accuracy at work", the reason for the researcher is because at work it is necessary to have concentration and accuracy so that what the company wants can be achieved. This can be proven by the F_{count} value of 21.081 $>$ F_{table} of 3.10 and a sig value of $0.000 < 0.05$. Thus, H_0 is rejected and H_a is accepted. This

means that there is a significant and positive influence between work conflict and organizational culture together on employee performance.

5. Conclusion, Implication, and Recommendation

5.1 Conclusion

Based on the findings from the data analysis concerning the impact of work conflict (X1) and organizational culture (X2) on the performance of production employees (Y) at PT. PG Rajawali II Cirebon Directors Office, it can be concluded that the work conflict variable exhibits a positive and significant influence on employee performance. This suggests that minimizing conflict leads to enhanced employee performance. The evidence supporting this conclusion is presented in the table, where the t-test results indicate that the tcount is greater than the ttable, and the significance value (sig) is less than 0.05. The variable of work organizational culture demonstrates a positive and significant impact on the performance of employees at the PT PG Rajawali II Cirebon Directors Office. This indicates that an enhanced organizational culture correlates with improved employee performance. This assertion is supported by the results of the t-test, where the tcount surpasses the ttable, and the significance value (sig) is less than 0.05. Moreover, when examining the combined influence of work conflict and organizational culture variables, they collectively exhibit a positive and significant effect on the performance of employees at the PT PG Rajawali II Cirebon Directors Office. This implies that lower levels of conflict, coupled with a favorable work culture, contribute to enhanced employee performance when applied together. Again, this is substantiated by the t-test results, where the tcount exceeds the ttable, and the significance value (sig) is less than 0.05.

5.2 Implication

Based on the results of the research, discussion and conclusions that have been presented, the researchers provide research implications that are expected to be useful, including the following The results of research on work conflict variables show that work conflict at PT PG Rajawali II Cirebon Directors Office is in good condition. The lowest statement is in statement item P13 with the statement "I feel the company has dependence on partners". While the highest statement is in statement item P7 with the statement "I compete in pursuing interests with other groups". This implies that the highest value needs to be improved by The company should provide direction to employees to minimize competition between employees so that unwanted things do not happen, competition is allowed but must compete healthily. The company should provide learning to each group that each group has its own role needed by the company without the need for competition among groups which will cause a lot of conflict in it.

The results of research on work motivation variables show that work motivation at PT PG Rajawali II Cirebon Directors Office is in very good condition. The lowest statement was in the P1 statement item with the statement "Employees get satisfaction with their work at work". While the highest statement is in statement item P4 with the statement "Employees provide the best efforts for customers at work". This implies that the lowest value needs to be improved by The company should provide direction to employees about what awards are received by employees when these employees excel or work to achieve targets. Companies should pay more attention to employees, especially in terms of satisfaction at work, because satisfaction is

a very influential thing for employees at work, if employees do not get satisfaction for what they have done, it will reduce their work potential and affect the company. Jasdi, the company should provide more satisfaction to employees by appreciating employee performance by providing salary increases, bonuses, gifts and other awards.

The results of research on employee performance variables show that employee performance at PT PG Rajawali II Cirebon Directors Office is in very good condition. The lowest statement is in the P4 statement item with the statement "My work is in accordance with my education". While the highest statement is in item P1 with the statement "I always innovate at work". This implies that the lowest value needs to be improved by The company should be more careful in terms of placing employees in their fields because the level of education also more or less affects how employees work. So in the future the company should choose or assign jobs according to their level of education. The company provides the best possible direction if there are employees who work not in accordance with their education. Education is indeed the main basis for the company to determine the field or part of the job, so that employees can carry out their duties properly according to what the company determines.

5.3 Recommendation

Based on the results of the study, and limitations, the researcher provides the following suggestions:

1. Future research is expected to look at other factors that affect employee performance besides work conflict variables and organizational culture variables so that future research has innovative results and can expand the scope of research on the effect of work conflict and organizational culture on employee performance in the study.
2. The company is expected to provide directions so that there is no conflict between employees, superiors and employees. Decreased work conflict can increase better work results, because these factors can have a considerable influence on employee performance within the company.

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