THE EFFECT OF WORK STRESS AND INTERPERSONAL CONFLICT ON EMPLOYEE PERFORMANCE AT THE MINAHASA ELECTION SUPERVISORY BODY

PENGARUH STRES KERJA DAN KONFLIK INTERPERSONAL TERHADAP KINERJA PEGAWAI PADA BADAN PENGAWAS PEMILU KABUPATEN MINAHASA

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Abstract: Employee performance is a critical factor in achieving organizational success, especially in public institutions responsible for overseeing election processes. High levels of work stress and interpersonal conflict can negatively impact employee productivity, efficiency, and job satisfaction. This study aims to analyze the effect of work stress and interpersonal conflict on employee performance at the Minahasa Election Supervisory Body (Bawaslu). This research employs a quantitative approach using multiple linear regression analysis. The findings indicate that work stress and interpersonal conflict significantly affect employee performance. Excessive workload, unclear job roles, and lack of managerial support contribute to stress, while differences in opinions, communication barriers, and workplace tensions lead to interpersonal conflicts. The results suggest that organizations should implement effective stress management programs and conflict resolution strategies to enhance employee performance. Providing clear role definitions, fostering a supportive work environment, and improving communication channels can help mitigate the negative effects of stress and conflict.

Keywords: Work Stress, Interpersonal Conflict, Employee Performance

Abstrak: Kinerja pegawai merupakan faktor krusial dalam mencapai keberhasilan organisasi, khususnya pada lembaga publik yang bertanggung jawab dalam mengawasi proses pemilu. Tingginya tingkat stres kerja dan konflik interpersonal dapat berdampak negatif terhadap produktivitas, efisiensi, dan kepuasan kerja pegawai. Studi ini bertujuan untuk menganalisis pengaruh stres kerja dan konflik interpersonal terhadap kinerja pegawai pada Badan Pengawas Pemilihan Umum (Bawaslu) Minahasa Penelitian ini menggunakan pendekatan kuantitatif dengan analisis regresi linier berganda. Temuan menunjukkan bahwa stres kerja dan konflik interpersonal berpengaruh signifikan terhadap kinerja pegawai. Beban kerja yang berlebihan, ketidakjelasan peran pekerjaan, dan kurangnya dukungan manajerial berkontribusi terhadap stres, sementara perbedaan pendapat, hambatan komunikasi, dan ketegangan di tempat kerja menyebabkan konflik interpersonal. Hasil penelitian menyarankan agar organisasi menerapkan program manajemen stres dan strategi penyelesaian konflik yang efektif untuk meningkatkan kinerja pegawai. Memberikan kejelasan peran, menciptakan lingkungan kerja yang suportif, dan meningkatkan saluran komunikasi dapat membantu mengurangi dampak negatif dari stres dan konflik.

Kata Kunci: Stres Kerja, Konflik Interpersonal, Kinerja Pegawai

INTRODUCTION

Research Background

      Performance is the result of work or achievements achieved by individuals or groups in carrying out certain tasks in accordance with the responsibilities and standards that have been determined. According to Mangkunegara (2017), performance can be interpreted as the results of work achieved by someone based on the quality and quantity that have been determined in accordance with the responsibilities given. In the context of an organization, performance reflects the real contribution of employees to achieving company goals. The importance of performance in a company cannot be ignored because employee performance is one of the main indicators of organizational

success. Companies that have high-performance employees tend to be better able to achieve strategic goals, increase competitiveness, and maintain sustainability amidst business competition (Sinuraya et al., 2023). According to Mathis and Jackson (2001), optimal performance not only impacts productivity, but also increases the efficiency and effectiveness of company operations.

The factors that influence employee performance are very diverse, including motivation, work environment, competence, job satisfaction, work stress, and interpersonal conflict (Sinuraya et al., 2023). Motivation, according to Hasibuan (2019), is the main driver that can increase employee enthusiasm to achieve maximum results. However, on the other hand, there are two factors that are known to be significant obstacles to employee performance, namely work stress and interpersonal conflict. Job stress and interpersonal conflict are closely related to employee performance because these two factors are able to influence employee work effectiveness, interindividual relationships, cultural understanding and employee job satisfaction so that these two factors become one of the most important factors affecting organizational success and effectiveness (Samsudin et al., 2024). In addition, work stress and interpersonal conflict are also known to be related, where according to Lestari and Utama (2017) interpersonal conflict has a positive and significant correlation with employee work stress which affects employee performance in a company.

One institution that must pay attention to the level of stress and interpersonal conflict of its employees is a government organization, because it can affect performance. Performance is very important in a government organization because the organization is responsible for public services, management of state resources, and implementation of policies that have a direct impact on public welfare. The effectiveness and efficiency of a government organization's performance affects its ability to achieve strategic goals, such as infrastructure development, provision of health and education services, and maintenance of security and order. Poor performance can result in wasted resources, inadequate services, and decreased public trust in the government. Conversely, good performance ensures that policies are implemented properly, budgets are managed optimally, and community needs are met in a timely manner. Thus, serious attention to performance in government organizations is key to achieving good governance, increasing public satisfaction, and supporting sustainable development.

The Election Supervisory Body (Bawaslu) plays an important role in maintaining the integrity of the general election process in Indonesia. As an institution tasked with overseeing all stages of the election process, from preparation to vote counting and determination of results, Bawaslu ensures that all election procedures are in accordance with applicable laws and regulations. Bawaslu's performance is very important because it is directly related to the quality and fairness of the election. Bawaslu's inability to carry out its duties effectively can increase the risk of violations, fraud, or injustice that can damage public trust in the democratic process. Therefore, attention to Bawaslu's performance is not only important to ensure transparency and fairness of the election, but also to maintain political stability and public trust in the democratic system.

Bawaslu Minahasa is an election supervisory institution in Minahasa Regency that is tasked with supervising the implementation of elections and ensuring that the process runs according to applicable provisions. Bawaslu plays an important role in maintaining the integrity of elections by supervising every stage of the election, from voter registration, campaigning, to vote counting. In addition, Bawaslu is also tasked with handling election violations and election process disputes.

In this case, the researcher then conducted initial observations and found that during the election period, stress and interpersonal conflict at Bawaslu Minahasa became prominent issues. Employees often face high workloads due to tight deadlines in processing violation reports and conducting investigations, resulting in physical and mental fatigue. In addition, the lack of clarity regarding roles and responsibilities in handling complaints adds to employee anxiety. This lack of clarity is often exacerbated by a lack of managerial support, where employees feel they are not getting enough direction from their superiors in handling complex problems. Interpersonal conflicts arise due to differences in approaches to handling election violations, such as differences in resolving cases quickly or carefully, creating tension among employees, and disrupting teamwork. This situation has the potential to affect overall productivity and performance, so it is important to understand and address this problem at Bawaslu Minahasa.

Research Objectives

1. To determine the influence of work stress and interpersonal conflict simultaneously on employee performance at the Minahasa Election Supervisory Body
2. To determine the effect of work stress on employee performance at the Minahasa Election Supervisory Body
3. To determine the influence of interpersonal conflict on employee performance at the Minahasa Election Supervisory Body

LITERATURE REVIEW

Human Resources

Human Resource Management is the science and art of managing the relationship and role of the workforce to be active and effective in helping to realize the goals of the company, employees, and society. According to Simamora (2004), Human Resource Management is the management and utilization of resources available to individuals. The management and utilization are developed optimally in the world of work to achieve organizational goals and individual employee development. Based on several opinions according to the experts above, it can be concluded that human resource management is the management of human resources in a company effectively and efficiently to help realize the company's goals (Siagian, 2008).

Employee performance

Performance is the result achieved by a person during a certain period in carrying out tasks in accordance with standards, targets, or criteria that have been determined and agreed upon together. However, how companies can motivate employees and develop plans to avoid performance decline is an important thing to note (Hasibuan, 2019). According to Siagian (2008), states that employee performance is the result of certain job functions or work activities in a certain period of time that reflects the quality and quantity of the work.

Job Stress

Stress can generally be defined as a physiological, psychological, and behavioral reaction that occurs when individuals face pressure or challenges that exceed their ability to adapt. This phenomenon can arise due to an imbalance between the demands received and the resources or abilities of individuals to meet them (Arifin, 2022). In everyday life, stress can occur in various aspects, including work. Job stress is a specific form of stress that occurs in the context of the work environment. Job stress is defined as a negative physical or emotional response that arises due to a mismatch between job requirements and the employee's ability to meet them (Asih, Widhiastuti, and Dewi, 2018).

Interpersonal Conflict

Interpersonal conflict is generally defined as the parties' awareness of differences, conflicting desires, and interpersonal incompatibilities (Cahyono and Juniarto, 2022). Conflict is a particular type of social interaction process between parties who have mutually exclusive or incompatible values. Charli and Adriani (2023) distinguishes conflict based on the substance of the assignment and the interpersonal relationship, with interpersonal conflict being defined as a disagreement between two people who believe that they have incompatible goals.

Empirical Studies

Fathulla and Ahmad (2022) analyzed the influence of interpersonal conflict, job stress, and work life balance on employee turnover intention. Quantitative research was applied to measure the current study. A random sampling method was used to gather data. The researchers distribute 120 questionnaires. 112 questionnaires were received but only 104 questionnaires were valid. The findings revealed that the value B for Interpersonal conflict factor is .611 (.611>0.01) therefore first research hypothesis was supported. The value B for Job stress factor is .599 (.599<0.01) therefore second research hypothesis was supported. The value B for Work life balance factor is .643 (.643>0.01) therefore third research hypothesis was supported. Although the literature shows that turnover has a negative impact on many organizations, this study provides evidence that this relationship has an impact on the pesticide sector in this region.

Asamoah-Appiah and Aggrey-Fynn (2017) identified the prevalence of occupational stress, causes of stress, its impact on employee performance, and measures Management can put in place to eradicate or minimize work-related stress. The study employed the survey research design, and quantitative approach. The targeted population was only regular workers which constitute (N= 282). Simple random sampling was used to select respondents who provided information for the data collected. The data was analysed using descriptive statistics, correlation and regression models. The major findings were that: employees at Twifo Oil Palm Plantation exhibit more physical and emotional stress. The main causes of stress were found to be: job conditions, interpersonal relations, and career advancement. Due to the impact of stress on job performance, the Management adopts payment of medical bills, provision of counselling services, and establishment of communication channels to manage stress problems.

Bhayo, Shah, and Chachar (2017) determined the principal conflict management style and investigations its effect on turnover of middle managers of the microfinance banking Sukkur division Sindh Pakistan. In actual fact,

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the development and success of the bank's middle managers play an important role. This is a cross-sectional study in which random sampling and a quantitative method followed by a survey-based research design. Total 400 questionnaires were distributed among the middle managers of microfinance banking sector. The returned questionnaires were 220. The return rate was remained 55%. The data was analyzed by applying statistical package for social sciences SPSS version 21.0 for windows. After cleaning and screening of data, 203 samples were utilized for final usage. By applying Pearson's and multiple regression analysis the results show that integrating, obliging, dominating, avoiding and job stress have a significant and positive relationship with turnover intent. On the other hand, obliging and dominating has negative impact towards the turnover intention.
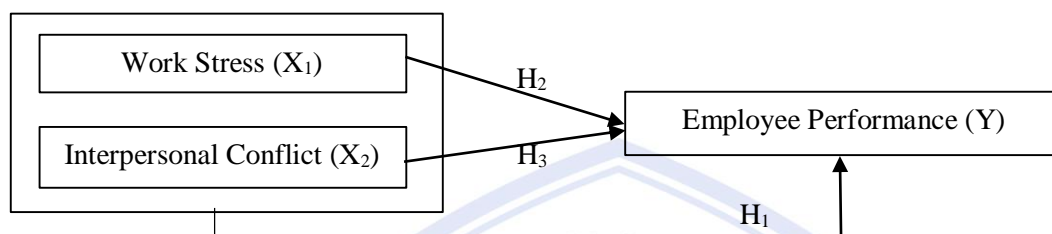
Research Model

Figure 1. Research Model

Research Hypothesis

H_1: Work stress and interpersonal conflict have significant influence on employee performance.
H_2: Work stress has a significant influence on employee performance.
H_3: Interpersonal conflict has a significant influence on employee performance.

RESEARCH METHOD

Research Approach

This study uses quantitative research methodology. To test the established hypothesis, quantitative research methods can be seen as observation techniques for certain populations or samples, data collection using research tools, and static data processing (Anwar, 2017). According to Sugiyono (2019), quantitative research, it is research that focuses on presenting data in the form of numbers or qualitative data calculated using statistics. This research methodology is quantitative which focuses on Work Stress, Interpersonal Conflict in Minahasa Bawaslu Employees.

Population, Sample, Size and Sampling Techniques

According to Sugiyono (2019), population is a large area consisting of items or subjects with a certain amount and quality selected by researchers to be studied and their findings taken. In this case, the researcher took the population of Minahasa General Election Supervisory Agency employees totaling 200 people. Based on the calculation results, the number of samples was determined as 134 from a total of 200 Minahasa Bawaslu employees. The sampling method used was proportional area random sampling , namely sampling was carried out randomly from each subpopulation, according to the proportion of the number of employees in each subpopulation.

Data Type and Data Sources

This research was conducted using quantitative data, namely data that is measured or used on a numerical scale (Sujarweni, 2019). The data collected for this study were obtained through primary sources. To collect research data related to the performance of Minahasa Election Supervisory Body (Bawaslu) employees, a primary data collection method was used in the form of a questionnaire.

Method of collecting data

To collect data in this study, the data collection method was carried out by distributing questionnaires using indicators for each variable created. The questionnaire was in the form of multiple-choice questions. Respondents were asked to rate each question according to a five-point Likert scale, ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

Research Instrument Testing
Validity Test

Determination of data validity is done by conducting a validity test that aims to assess the probability of the correlation coefficient. This test is specifically used to assess the validity of a questionnaire. To ensure the validity of an item, a comparison is made between the calculated correlation coefficient (r calculated) and the table correlation coefficient (r table). If r is calculated through r table, then the item is valid. To be considered valid, an instrument item requires a validity index value of ≥ 0.3 (Sujarweni, 2019). Therefore, all statements that have a correlation level of less than 0.3 are considered incorrect and need to be corrected.

Reliability Test

Reliability testing serves as a tool to assess the consistency or stability of a questionnaire, which serves as an indicator of a particular variable or construct (Sujarweni, 2019). For a questionnaire to be considered reliable, it must produce consistent responses from individuals over time. Measurement for this study was conducted using the one-shot method where the questionnaire was only administered once. A construct or variable must have a Cronbach Alpha value better than 0.60 to be considered reliable. When evaluating research criteria, if the Cronbach Alpha value is equal to or greater than 0.60, it indicates a satisfactory level of reliability, while a Cronbach Alpha value less than 0.60 indicates an acceptable level of reliability.

Data Analysis Methods
Classical Assumption Tests
Normality Test

The purpose of the multiple regression assumption test of normality is to test whether in a regression model, the dependent variable, the independent variable or both have a normal distribution or not. A good regression model is one that has a normal or near-normal data distribution (Ghozali, 2018).

Multicollinearity Test

According to Ghozali (2018), the multicollinearity test aims to test whether there is a correlation between independent variables in the regression model. If there is a correlation, then it is called a multicollinearity problem. A good regression model should not have a correlation between independent variables. The method used to detect multicollinearity in this study is by using Tolerance and Variance Inflation Factor (VIF). If VIF> 10, then the independent variable has a multicollinearity problem with other independent variables. Conversely, if VIF <10 then there is no multicollinearity (Ghozali, 2018).

Heteroscedasticity Test

Heteroscedasticity test aims to test whether in a regression model there is inequality of variance from residuals from one observation to another. If the variance of the residuals from one observation to another remains constant, it is called homoscedasticity. If the variance is different, it is called Heteroscedasticity. A good regression model is one that does not have heteroscedasticity (Ghozali, 2018).

Multiple Linear Regression Analysis

Multiple linear regression analysis involves testing the linear relationship between one dependent variable and two or more independent variables. To prove the influence of the independent variable on the dependent variable, regression analysis is used. In this study, the independent variables consist of two variables, namely Job Stress (X1), Interpersonal Conflict (X2) and one dependent variable, namely Employee Performance (Y).

The linear regression model can be stated as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + e_i$$

Y   = Employee Performance
α   = Constant
X1   = Job Stress
X2   = Interpersonal Conflict
β1 +β2 = Regression coefficient (OS + IC)
e   = Standard Error

Determination of Multiple Coefficient Test (R2)

According to Sugiyono (2019), the determination of multiple coefficient test (R2) is essentially measuring how far the model's ability to explain the variation of the dependent variable. The value of the determination of multiple coefficient test (R2) is between zero and one.

Hypothesis Testing
F Test

The T-test is used to determine the effect of each independent variable on the dependent variable to determine how much influence the independent variable has on the dependent variable, which is tested at a significance level of α = 0.05 (5%), meaning that the possibility of the truth of the conclusion has a probability of 95% or a tolerance of 5% deviation (Sugiyono, 2019).

F Test

The F statistical test is used to determine whether all independent variables (free) included in the regression model have a simultaneous effect on the dependent variable.

RESULTS AND DISCUSSION

Research Result
Validity Test
Table 1. Validity Result

		Work Stress	Interpersonal Conflict	Employee Performance
Pearson Correlation	Work Stress	1,000	.739	.343
	Interpersonal Conflic	.739	1,000	.451
	Employee Performance	.343	.451	1,000
Sig. (1-tailed)	Work Stress	.	.000	.010
	Interpersonal Conflic	.000	.	.001
	Employee Performance	.010	.001	.
N	Work Stress	134	134	134
	Interpersonal Conflic	134	134	134
	Employee Performance	134	134	134

Source: Data Processed

Based on Table 1, the validity test on the variables Work Stress , Interpersonal Conflict , and Employee Performance, shows that all questions from the three variables can be said to be valid. This can be seen from the correlation coefficient value of each item (r count), namely r count > r table. The results of all items in the variables Work Stress, Interpersonal Conflict , and Employee Performance have a significant correlation coefficient (sig <0.05). The r count value for Work Stress and Interpersonal Conflict shows a strong and significant relationship, with a correlation coefficient of more than 0.739.

Reliability Test
Table 2. Reliability Result

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	72.0000	31.156	.221	.785
X1.2	71.9565	33,776	-.167	.821
X1.3	72.0870	27,237	.672	.754
X1.4	71.9130	31,414	.234	.784
X1.5	72.0652	28,596	.593	.763
X1.6	72.6304	30,994	.170	.790
X1.7	72.5217	31,855	.050	.799
X1.8	72.2826	30,829	.202	.787
X1.9	71.7826	31,774	.191	.785

X1.10	71.9565	30,443	.249	.784
X2.1	72.3261	32,980	-.066	.797
X2.2	72.3913	29,488	.581	.767
X2.3	72.1304	28,560	.590	.763
X2.4	72.1957	29,672	.487	.770
X2.5	72.5435	26,609	.555	.761
X2.6	72.2174	27,374	.890	.747
Y1.1	72.3478	29,565	.412	.774
Y1.2	72.2391	28,897	.597	.764
Y1.3	72.2391	27,697	.812	.751
Y1.4	72.1739	30,829	.223	.872
Y1.5	71.3542	31,774	.872	.910
Y1.6	73.1193	30,443	.651	.881
Y1.7	72.1239	27,697	.672	.872
Y1.8	72.3414	29,488	451	.891

Source: Data Processed

Based on Table 2, it can be seen that the Cronbach Alpha value of each variable is greater than 0.70 according to the statistical test. Thus, the questions used in this study are reliable, so they can be used as a measuring tool for the variables in this study.

Classical Assumption Tests
Normality Test
Table 3. Normality Result

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		134
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	3.48349053
Most Extreme Differences	Absolute	.046
	Positive	.046
	Negative	-.043
Test Statistic		.046
Asymp. Sig. (2-tailed)[c]		.200[d]
Monte Carlo Sig. (2-tailed)[e]	Sig.	.696
	99% Confidence Interval Lower Bound	.684
	Upper Bound	.708

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Data Processed

Based on the table 3, it is known that the significance of the table is 0.696 or more than 0.05, which states that the data is normally distributed.

Multicolliniarity Test
Table 4. Multicolliniarity Result

Variables	Collinearity Statistics		Information
	Tolerance	VIF	
Work Stress	.796	1.256	No Multicollinearity Occurs
Interpersonal Conflict	.702	1,424	No Multicollinearity Occurs

Source: Data Processed

Based on the table 4, it can be seen that the variable is free from the assumption of Multicollinearity because the result is less than 10. Likewise, the tolerance value is all above 0.1. So it can be said that there is no problem of Multicollinearity in the independent variables because these variables stand alone or are not dependent on each other the independent variables have multicollinearity problems. This can be proven from the VIF (Variance Inflation

Factor) value below 10. So it can be concluded that the independent variables explain different effects on the dependent variable.
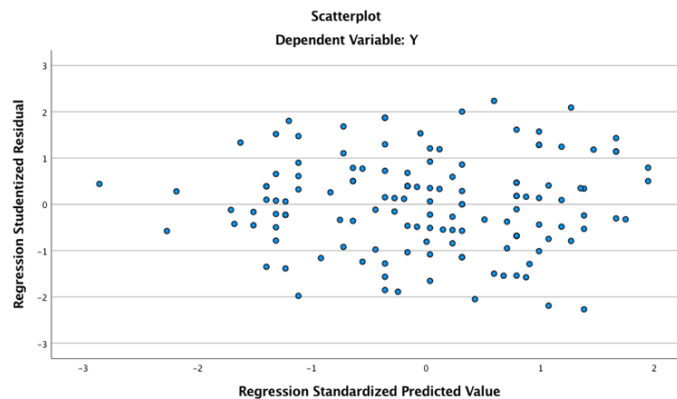
Heteroscedasticity Test

Figure 2. Scatterplot Heteroscedasticity Result
Source: Data Processed

From the scatterplot graph above, it can be seen that the points are spread randomly and spread well above and below the number 0 on the Y axis. This means that there is no heteroscedasticity in the regression model, so this model is suitable for use in predicting the dependent variable Y based on the input variables X_1, X_2.

Multiple Linear Regression Analysis
Table 5. Multiple Linear Regression Analysis Result

	Coefficients [a]				
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-3,784	2,743		-1,380	.175
Work Stress	-.970	.119	.747	-8.145	.000
Interpersonal Conflict	-.245	.152	-.158	-1.615	.014

a. Dependent Variable: Employee Performance
Source: Data Processed

From table 5, it is known that the multiple linear regression equation is as follows:
$$Y = -3.784 + (-0.970) + (-0.245) + e$$

1. This constant value indicates that if there is no contribution from the variables of Work Stress and Interpersonal Conflict, then Employee Performance will be worth -3.784. However, direct interpretation of this constant is less relevant in a practical context, because the value occurs when both independent variables are absent (0).
2. This coefficient shows that every 1 unit increase in the Job Stress variable will cause Employee Performance to increase by -0.970 units, assuming other variables remain constant. This coefficient shows a negative relationship between Job Stress and Employee Performance.
3. This coefficient shows that every 1 unit increase in the Interpersonal Conflict variable will cause Employee Performance to decrease by -0.245 units, assuming other variables remain constant. This shows a negative relationship between Interpersonal Conflict and Employee Performance.

Determination Coefficient Test (R^2)
Table 6. Determination Coefficient Test (R^2)

			Model Summary [b]		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.848 [a]	.719	.698	1.19711	1,841

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Stress, Interpersonal Conflict
Source: Data Processed

Based on table 6, it can be seen that the results of the determination of multiple coefficient test can be seen that the R Square (R2) value is 0.719. This shows that the large influence of the variables Work Stress and Interpersonal Conflict is 71.9%. While the remaining 28.1% is explained by other variables outside the regression equation or those not examined in this study.

Hypothesis Test
T Test
Based on table 5, it can be seen that the results of the partial test, the calculated t value can be seen in the t column and the sig value can be seen in the sig column. The t table value in this study is 1.978 with a significance level of 0.05. Based on these results, it can be interpreted as follows:

1. Based on the results of the partial test between the variables of Work Stress on Employee Performance, the calculated t value is -8.145 which is greater than the t table which is 2.021 (8.145> 2.021) and has a negative direction. The significance value is
2. Based on the results of the partial test between the variables of Interpersonal Conflict and Employee Performance, the calculated t value is -1.615 which is smaller than the t table which is 2.021 (-1.615 <2.021), with a negative direction. The significance value is 0.014, which is smaller than α = 0.05 (0.014 <0.05). So it can be concluded that H3 is accepted, which means that Interpersonal Conflict has a negative impact on Employee Performance. The higher the Interpersonal Conflict, the lower the Employee Performance.

F Test
Table 7. F test Result

	Model	Sum of Squares	df	Mean Square	F	Sig.
		ANOVA [a]				
1	Regression	-153,637	3	51,212	-35,736	.000 [b]
	Residual	-60,189	132	1.433		
	Total	-213,826	135			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Work Stress, Interpersonal Conflict
Source: Data Processed

Based on the table 7, the results obtained are that the F-count value is 35.736 while the F table value is 2.58 so that it is stated that F-count>F-table (-35.736>2.58), with a significance value obtained of 0.000 (0.000<0.05) so that it can be stated that work stress and interpersonal conflict have an effect on Employee Satisfaction. This means that Hypothesis 1 of this study is accepted.

Discussion
The Influence of Work Stress on Employee Performance At the Minahasa Bawaslu
Based on the hypothesis testing results, the effect of work stress (X1) on employee performance showed a significance value of 0.000, which is smaller than 0.05. This indicates that work stress has a significant impact on employee performance at Bawaslu Minahasa. The direction of this effect is negative, meaning that the stronger the work stress, the worse the employee performance. Therefore, the hypothesis stating that "There is a significant effect of work stress on employee performance at Bawaslu Minahasa" is proven and accepted as true. The findings of this study confirm Steven and Prasetio (2020) that work stress has the strongest impact on an individual's performance.

The Influence of Interpersonal Conflict on Employee Performance at Minahasa Bawaslu
Based on the hypothesis testing results, the influence of personal conflict (X2) on employee performance shows a significance value of 0.014, which is smaller than 0.05. This indicates that personal conflict has a significant impact on employee performance at Bawaslu Minahasa. The direction of this influence is negative, meaning that the stronger the personal conflict among employees, the worse their performance will be. Therefore, the hypothesis stating that "There is a significant influence of personal conflict on employee performance at Bawaslu Minahasa" is proven and accepted as true. The findings of this study confirm Radhiana, Amri, and Putra (2022) that conflict can generate strong negative emotions. These emotional reactions are an early sign of a chain reaction that may have harmful effects on an organization. Besides causing tension, these negative reactions can also divert employees' attention from their tasks. Ultimately, such conflicts negatively impact individual, group, and organizational performance. These results are consistent with Khan and Azam (2022) that the interpersonal conflicts reduces job

performance. Additionally, conflict also affects communication and teamwork, which are crucial factors in achieving organizational performance.

The Effect of Work Stress and Interpersonal Conflict Simultaneously on Employee Performance At the Minahasa Bawaslu

The analysis results show that the variables of work stress (X1) and interpersonal conflict (X2) simultaneously have a significant effect on employee performance (Y). This is evident from the F-test results, which indicate that the significance value in the F-test is 0.000, meaning it is less than 0.05. Therefore, the influence of all independent variables, consisting of work stress (X1) and interpersonal conflict (X2), simultaneously affects the employee performance (Y) of Bawaslu Minahasa. Thus, the research hypothesis stating that "There is a significant influence of work stress and interpersonal conflict simultaneously on the employee performance of Bawaslu Minahasa" is proven to be true. This finding is in line with Robbins and Judge (2019), which states that unmanaged interpersonal conflict can reduce cooperation between individuals, worsen the work environment, and ultimately lower overall organizational performance.

CONCLUSION AND RECCOMENDATION

Conclusion

1. Work stress has a significant effect on employee performance. The direction of this influence is negative, meaning that the stronger the work stress, the worse the employee performance.
2. Personal conflict has a significant effect on employee performance. The direction of this influence is negative, meaning that the stronger the personal conflict among employees, the worse their performance.
3. Work stress and personal conflict simultaneously have a significant effect on employee performance.

Saran

1. It is recommended that Bawaslu Minahasa introduce more effective stress management programs, such as stress management and employee welfare training, and provide space for more open and constructive communication between employees. In addition, a more integrated approach to dealing with stress and conflict, involving managers and leaders in the resolution process, would increase the effectiveness of managing these problems.
2. Further research is recommended that researchers expand the scope of the research by considering other factors that can influence employee performance, such as motivation, job satisfaction, and the influence of organizational culture so that research variation and novelty can be obtained.

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