

**ANALYZING THE EFFECT OF STRESS AND TASK CONFLICTS TOWARD EMPLOYEE PERFORMANCE AT PT. BANK NEGARA INDONESIA (PERSERO) TBK. MANADO**

ANALISIS PENGARUH STRES DAN KONFLIK KERJA TERHADAP KINERJA KARYAWAN PADA PT. BANK NEGARA INDONESIA (PERSERO) TBK. MANADO

by:

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**Abstract:** Nowadays, employee often face Stress and Task Conflicts, because there will always be people or things that make them uncomfortable; and it includes people with different opinion whether it as at home or workplace. The researcher did this research in PT. Bank Negara Indonesia (BNI Bank) Persero Tbk. Manado. The purpose of this study is to analyze the effect of Stress and Task Conflicts on Employee Performance. In this research the researcher uses Associative method with Multiple Regression Analysis technique with the population is the permanent employees of BNI Bank Manado and the sample size is 30 permanent employees by using convenience sampling method. The result shows that Stress and Task Conflicts have a strong association to employees. Stress and Task Conflicts have no significant effect to Employee Performance, it means that in that workplace have no Stress and Task Conflict. Stress and Task Conflicts can be occur to an employee but can not be influence to the all employees at BNI Bank Manado. BNI Management has to keep the existing performance and create the good work environment to make the employees spared from Stress and Task Conflicts in order to produce best performance.

**Keywords:** stress, task conflicts, employee performance

**Abstrak:** Karyawan saat ini sering menghadapi Stres dan Konflik Kerja, karena akan selalu ada orang atau hal-hal yang membuat mereka tidak nyaman dan itu termasuk orang-orang yang mempunyai perbedaan pendapat apakah itu di rumah atau di tempat kerja. Peneliti melakukan penelitian di PT. Bank Negara Indonesia (Bank BNI) Persero Tbk. Manado. Tujuan penelitian untuk menganalisa pengaruh Stres dan Konflik Kerja terhadap Kinerja Karyawan. Penelitian ini menggunakan metode Asosiatif dengan teknik analisis Regresi Berganda dengan populasi adalah karyawan tetap Bank BNI Manado dan sampel sebanyak 30 pegawai tetap dengan menggunakan metode *Convenience Sampling*. Hasil penelitian menunjukkan Stres dan Konflik Kerja mempunyai hubungan yang kuat terhadap karyawan. Stres dan Konflik Kerja tidak signifikan pengaruhnya terhadap Kinerja Karyawan artinya di tempat penelitian tidak terdapat Stres dan Konflik Kerja. Stres dan Konflik Kerja dapat saja terjadi terhadap seorang karyawan akan tetapi tidak berpengaruh terhadap seluruh karyawan Bank BNI Manado. Manajemen Bank BNI sebaiknya tetap menjaga kinerja yang ada, dan menciptakan lingkungan kerja yang kondusif agar karyawan terhindar dari Stres dan Konflik Kerja untuk tetap menghasilkan kinerja yang optimal.

**Kata kunci:** stres, konflik kerja, kinerja karyawan

## INTRODUCTION

### Background

Human resources is an important factor for the organizational survival both private and public one because human being is the regulatory and executive element of each organization's activities. Human resource is crucial to reach the successfulness in achieving the goals set. How human resources is handled, will determine the company success in the future.

Nowadays, people usually face stress and conflict because there will always be people or things that make them feel uncomfortable and it includes people with different opinion whether it is at home or work. Since not everyone has the same perception with each other, the arranged plan will not always work as what has been expected and therefore there will always be conflict and sometimes stress in the daily life.

Stress as the force, pressure, or tension subjected upon an individual who resists these forces and attempt to uphold its true state consequently. Sometimes stress became obstacle to activities, because there are some people that have disturbed with problems and it is become stress for them (Selye, 1976:50). Conflicts are inevitable part of organizational life since the goals of different stakeholders such as managers and staffs are often incompatible. Conflict will always be unpleasant fact in any organization as long as people still compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other and it leads to a situation where everyone frustrates each other in attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group while people who seek power struggle with others for position or status within the group.

Umar (2005:265) stated that, stress has the potential to interfere with employee job satisfaction, depending on the stress levels; and Task Conflicts has the potential on employee performance with groups or teamwork. PT. Bank Negara Indonesia has the objective to make the company becomes capable of producing professional services in the field through the front liners who are represented by tellers and customer services. Currently, the success of the companies tend to be determined by how the company can meet the customers demand and therefore, service provided by PT. Bank Negara Indonesia (Persero) Tbk. is expected to give satisfaction to the customers. That plan makes employees who work as frontliners have long working hours and are required to be patience in carrying out their works, because the job requires them to serve and provide clear information about banking facilities which sometimes requires them to work overtime. In addition to teller job, it takes precision and a high degree of concentration in doing the job which put pressure on employees because it must be done in a certain time limit.

The development of company especially PT. Bank Negara Indonesia (Persero) Tbk. can be happened because of the good employee performance which leads to the achievement of the company. It is supported by Hakim (2006), who defined that the performance of the employee is as a result of work accomplished by individuals that are tailored to the individual's role or task within a company at a particular time period, which is associated with a particular standard size or value of the company in which the individual works. The same thing stated by Singh & Billingsley (1996) who said that, the performance is the result of work performed by employees in accordance with the objectives to be achieved in doing the work.

### Research Objectives

This research aims to identify the effect of:

1. Stress and Task Conflict on Employee Performance simultaneously.
2. Stress on Employee Performance partially.
3. Task Conflict on Employee Performance partially.

## THEORITICAL FRAMEWORK

### Human Resources Management

Handoko (2008:3) defines Human Resource Management is a process of planning, organizing, directing and monitoring the activities of procurement, development, administration of compensation, integration, maintenance and disposal of human resources in order to achieve various the purpose of individuals, organizations, and society while according to Gomes (2003:2) who said that, Human Resource Management is to manage human resources of the overall resources available within an organization, both public and private organizations, resource is man's most important and crucial. Although there is no official agreement on the definition or the characteristics of HRM, the previous definitions, shows that HRM is a combination of people-oriented management practices that views employees as assets, not costs; and its main aim is to create and maintain a skillful and committed workforce to gain competitive advantage.

### Employee Performance Theories

The performances of employee become the important thing in workplace because the company achievements are based on the performance of its employees. In the organizational context, performance is usually defined as the extent to which an organizational member contributes to achieve the goals of the organization. Employees are a primary source of competitive advantage in service-oriented organizations (Luthans & Stajkovic, 1999). So, it makes commitment performance approach views employees as resources or assets, and values their voice. Employee performance plays an important role for organizational performance and originally what an employee does or does not do. Regarding the employee performance, Darden & Babin (1994) said that employee's performance is a rating system used in many corporations to decide the abilities and the output of an employee. Good employee performance has been linked with increased consumer perception of service quality, while poor employee performance has been linked with increased customer complaints and brand switching. To conclude, employee performance could be simply understood as the related activities expected from a worker and how well those activities were executed.

### Stress Theories

Stress can arise as a result of pressure or tension that comes from disharmony between people and the environment. In other words, if there is something is not happened as what people expected or when people are required to do something that is more than what they can do, they will experience stress. Stress is basically an internal as well as external stimuli developed in person towards the surrounding around him. Moreover these stress are related to individual as well as skillful life of person too (Khuwaja, et.al, 2002). According to Mangkunegara (2008:157), Stress is a sinking feeling experienced by employees when facing work. Work stress is evident from the syndrome, among others, emotional instability, feelings of calm, aloof, sleeplessness, excessive smoking, can not relax, anxiety, tension, nervousness, increased blood pressure and impaired digestion. Stress happens when one realizes the strain on them. Even sometimes the requirements of a situation are wider than their recognition that they can handle, if these requirements are huge and continue for a longer period of time without any break, mental, physical or behavior problems may arise. Thus, if the company is able to manage stress in the workplace properly, the performance of employees could be increased as expected by the company, because the performance is one of the objectives to be achieved by the company.

### Task Conflicts Theories

Conflict refers to some form of friction, disagreement, or discord arising within a group when the beliefs or actions of one or more members of the group are either resisted by or unacceptable to one or more members of another group. Conflicts often happen in company, all sorts of opposition or antagonistic interactions between two or more people in the company. The definition of task conflict by authors is proposed by Amason (1996) who found positive relationship of task conflict and performance which happens when group members mix their view with views required for performing official duties. And as additions, DeDreu &

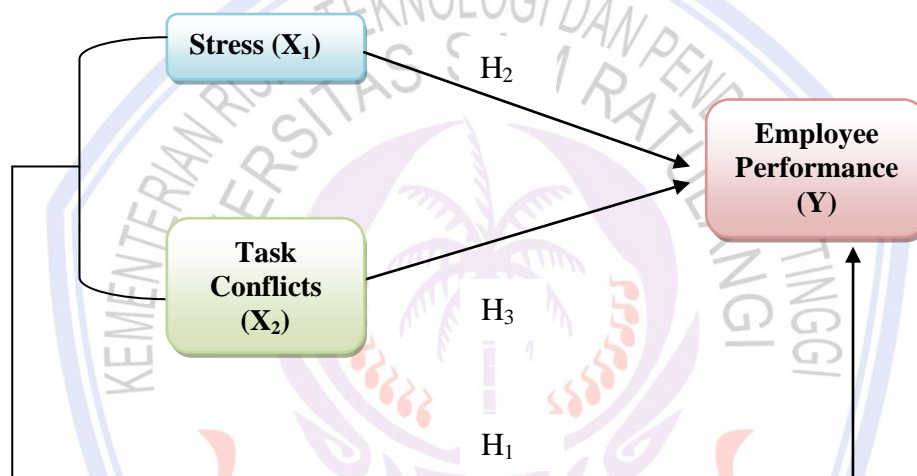


Weingart (2003) explained that task conflicts become inevitable during difficult decision situations. This situation leads to negative impact on the team development and overall performance but there is a solution. Conflict arises in the activities of the company due to the fact that they have to share resources, limited resources or work activities and the fact that they have different status, purpose and value perception. Conflict in the company could not inevitable but can be minimized for the purposes of the company so that employees are critical thinking, apathy and productive.

### Previous Researchers

Anwar, et.al. (2012) in their article Task Conflicts and its Relationship with Employee Performance and the result of the research is task conflict significantly and negatively related with employee performance. Dar, et.al. (2011) in their article Impact of Stress on Employees Job Performance in Business Sector of Pakistan and the result of the research is insignificant difference between stress bearing capacity. Shah, et.al. (2012) in their article Impact of Stress on Employee's Performance: A Study on Teachers of Private Colleges of Rawalpindi and the result of this research is a negative relation between stress and employee performance.

### Conceptual Framework



**Figure 1. Conceptual Framework**

*Source: Data Processed, 2015*

### Research Hypothesis

The formulation of the problem and the conceptual framework described above framework, the hypothesis is formulated as follows:

H<sub>1</sub>: There is a significant effect of Task Conflicts and Stress on Employee Performance simultaneously.

H<sub>2</sub>: There is a significant effect of Stress on Employee Performance partially.

H<sub>3</sub>: There is a significant effect of Task Conflicts on Employee Performance partially.

## RESEARCH METHOD

### Type of Research

The approach of this research is quantitative approach and the type of this research is causal research. To tests whether or not one event causes another.

### Place and Time of Research

This study had been conducted in PT. Bank Negara Indonesia (Persero) Tbk. Manado, Sulawesi Utara. Located at Jl. Letjen M.T Haryono No.1 Manado. This research had been done during June 2015.

## Population and Sample

Population is generalized to the object/subject which have a certain quantity and characteristic that is required by researcher to studying and to gain conclusion. Population in this research is the permanent employees of PT. Bank Negara Indonesia (Persero) Tbk. Manado that work at the back office around 50 employees, and they have been divided by 3 departments such as department of General, department of Marketing, and department of Bank Clearance. Sample investigates a small subset of the population to derive conclusions about the characteristics of the population. This research use convenience sampling method and the sample size of this research is minimum ten times larger than the number of variables being considered. Since there are three variables in this research, the minimum sample used will be 30 permanent employees of PT. Bank Negara Indonesia (Persero) Tbk. Manado.

## Data Collection Method

1. Primary data is originated by the researcher specifically to address the research problem. This primary data is generated by distributing the questionnaire to the relevant person in charge that became the point of interest for the research. In order to generated more accurate data in this research the questionnaire is distributed to employees of PT. Bank Negara Indonesia (Persero) Tbk.
2. Secondary data in this research is gathered from some related books, journals, and literatures from the library. Secondary data is used to support the research in order to develop the fundamental analysis and adding information regarding the research.

## Data Analysis Method

### Validity and Reliability Test

The validity of a scale may be defined as the extent to which differences in observed scale scores reflect true differences in what is being measured, rather than systematic or random. The test is performed by using value of MSA (Measures of Sampling Adequacy). If the value of MSA is above 0.5, the data is considered as valid so it can be used for further tests and analyses. And reliability refers to the extent to which a scale produces consistent results if repeated measurements are made. Alpha Cronbach test is utilized as reliability test in this research with following criteria. The minimum value of Alpha Cronbach must be 0.6 or it is better if the value is above 0.8 (close to 1). If the reliability coefficient (alpha) is below 0.6 means that the measurement is considered as not consistent or not reliable.

### Multiple Linear Regression Analysis Models

Multiple regression analysis is similar to the simple regression analysis but only in this case multiple regression use more than one independent variable to explain variance in the dependent variable. (Sekaran & Bougie, 2009:350). The starting point of multiple regression analysis is the conceptual model and the hypotheses derived from that model that the researcher has developed in an earlier stage of the research process.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:

Y	= Employee Performance
$\alpha$	= Intercept
$\beta_1, \beta_2, \beta_3$	= The Regression Coefficient of Each Variable
$X_1$	= Stress
$X_2$	= Task Conflicts
e	= Error Standard or Error Term

### Multiple Regression Coefficient of Correlation (R) and Determination ( $R^2$ )

Multiple R or multiple correlation coefficient is the individual correlations between the independent variables and the dependent variable (Sekaran & Bougie, 2009:351). If the multiple correlation coefficient is

higher than 0.6 means that the relationship between X and Y is close. Coefficient of determination or  $R^2$  is the amount of variance explained in the dependent variable by the predictors.

## RESULT AND DISCUSSION

### Validity and Reliability Test

The result of validity with Measures of Sampling Adequacy (MSA) shows that two indicators or questions that  $< 0.5$  or not valid, which mean that the two indicators or questions have been delete and all the indicators or questions that valid used to test reliable with Alpha Cronbach value and the result is 0.655 which  $> 0.6$  for the conclusion shows that every statement is reliable.

### Multiple Linear Regression Analysis

The interpretation of Multiple Linear Regression Analysis by using SPSS, it is visible from the table below:

**Table 1. Multiple Regressions**

Model		Unstandardized Coefficients		Beta	t	Sig.
		B	Std. Error			
1	(Constant)	4.009	.342	.250	11.726	.000
	Stress	.128	.102	-.108	1.261	.218
	Task Conflicts	-.058	.106		-.546	.589

a. Dependent Variable: Employee Performance

Source: SPSS Data Processed, 2015

The equation is as follows:

$$Y = 4.009 + 0.128 X_1 - 0.058 X_2 + e$$

1. Constant (a) value of 4.009 means that if the variable Stress ( $X_1$ ) and Task Conflicts ( $X_2$ ) equal to zero (0) then the Employee Performance will be 4.009.
2. Coefficient b1 value of 0.128 means that if the Stress ( $X_1$ ) increases (increased 1 point) the Employee Performance (Y) will be increased by 0.128, assuming other variables remain (ceteris paribus). Value of b1 is positive, so if employee Stress ( $X_1$ ) is increased, the quality of Employee Performance in PT. Bank Negara Indonesia (Persero) Tbk. Manado will be increased.
3. Coefficient b2 value of -0.58 means that if the Task Conflicts ( $X_2$ ) increases (increased 1 point) the Employee Performance (Y) will decrease by 0.58, assuming other variable remain (ceteris paribus). Value of b2 is negative, so if Task Conflicts ( $X_2$ ) is increased, the quality of Employee Performance in PT. Bank Negara Indonesia (Persero) Tbk. Manado will be decreased.

### Coefficient Determination R and Multiple Coefficient Correlation $R^2$

**Table 2. Result  $R^2$  and R**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.437 <sup>a</sup>	.360	.140	.361

Source: SPSS Data Processed (2015)

The calculation using SPSS program the Correlation Coefficient (R) value is used to measure the strength of relationship between each variable is 0.437 which means every independent variable have a moderate positive association to dependent variable. The coefficient of determination ( $R^2$ ) is 0.36 and shows

that the linear relationship in this model is able to explain 36% of Employee Performance (Y) while the rest 64% is explained by other factors not discussed in this research.

### Hypothesis Testing

This result is intended to determine the influence of independent variable which Stress and Task Conflicts to the Employee Performance as a dependent variable partially and simultaneously.

#### Simultaneously (F-test)

F-test is used to test the presence or absence of the influence of independent variables to the dependent variable simultaneously (together).

**Table 3. F-test Result**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.209	2	.105	.804	.458 <sup>b</sup>
	Residual	3.513	27	.130		
	Total	3.722	29			

a. Dependent Variable: Employee Performance

a. Predictors: (Constant), Task Conflicts, Stress

Source: SPSS Data Processed, 2015

The F-test result in Table 5.6,  $F_{\text{count}}$  value is 0.804 with a significance level of 0.458. So, since the 0.804 < 3.35 then  $H_0$  is accepted. It means that there is no significant effect of Stress and Task Conflicts on employee performance simultaneously.

#### Partially (T-test)

T-test is a hypothesis test that utilizes the t distribution. T-test is the test to determine the significance of the partial or individual effect of independent variables (Stress and Task Conflicts) on dependent variable (Employee Performance).

**Table 4. T-test Result**

	Model	Unstandardized Coefficients		Beta	t	Sig.
		B	Std. Error			
1	(Constant)	4.009	.342	.250	11.726	.000
	Stress	.128	.102	-.108	1.261	.218
	Task Conflicts	-.058	.106		-.546	.589

a. Dependent Variable: Employee Performance

Source: SPSS Data Processed, 2015

1. Stress ( $X_1$ ) and Employee Performance (Y)

The results shows that  $T_{\text{count}} < T_{\text{table}}$  or  $1.261 < 2.05$ . So,  $H_0$  is accepted which means that there is no significant effect of stress on employee performance partially.

2. Task Conflicts ( $X_2$ ) and Employee Performance (Y)

The results shows that  $T_{\text{count}} < T_{\text{table}}$  or  $-0.546 < 2.05$ . So,  $H_0$  is accepted which means that there is no significant effect of task conflicts on employee performance partially.

### Discussion



Employee performance is the important thing in company that indicate the company is run good if the company itself have a good performance. Stress and task conflicts mostly happen in workplace but in PT. Bank Negara Indonesia (Persero) Tbk. Manado have no affect with those things because the result said that stress and task conflicts have no influence simultaneously and partially to employee performance. This research is reject the previously research in literature review and support the other research of The Impact of Job Stress: an imperative insight into the banking sector by Ahmad et.al. (2013), which states that Stress has no significant effect on performance. In that research, performance of the employee is not influenced by stress with their job and employees can still produce a good performance even sometimes they have stress. About task conflict, this research has been the first that proved there is no significant effect to employee performance.

Overall, it is found that Stress has positive but not significant means the employee of PT. Bank Negara Indonesia (Persero) Tbk. Manado do have stress but it does not influence their work performance. Task conflicts has negative and no significant effect on employee performance in PT. Bank Negara Indonesia (Persero) Tbk. Manado which means if the conflicts increase, the performance of employee will be decreased. But in this research found that employee is not affected by their conflicts to do their work. So, the employees of PT. Bank Negara Indonesia (Persero) Tbk. Manado can still deliver good performance even when they have Stress and Task Conflicts because those variables do not influence their work performance.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The conclusion of the research concluded as follows:

1. There is no significant effect of Stress and Task Conflicts on Employee Performance in PT. Bank Negara Indonesia (Persero) Tbk. Manado simultaneously.
2. There is no significant effect of Stress on Employee Performance in PT. Bank Negara Indonesia (Persero) Tbk. Manado partially.
3. There is no significant effect of Task Conflicts on Employee Performance in PT. Bank Negara Indonesia (Persero) Tbk. Manado partially.

### Recommendation

There is a practical recommendation that can be concluded from the overall result in this research that has been obtained Stress and Task Conflicts have no effect on Employee Performance. The employees keep producing good performance without Stress and Task Conflicts, even when they feel Stress or have Task Conflicts but still, it is better if PT. Bank Negara Indonesia (Persero) Tbk. Manado keeps the environment far from Stress and Task Conflicts so the employees keep delivering the good performance.

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