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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Work Conflict on Job Stress and Employee Performance

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Abstract: This study examines the relationship between work conflict, job stress, and employee performance at Denpasar Hotel Makassar. The research hypotheses posit that work conflict positively and significantly influences employee performance, whereas job stress shows a positive but non-significant effect. A quantitative, cross-sectional design was employed, involving 40 respondents from Denpasar Hotel Makassar. Data was collected through questionnaires assessing perceptions of work conflict, job stress, and performance. The analysis utilized t-tests to explore these relationships. Key findings reveal that work conflict positively and significantly impacts employee performance, indicating that effective conflict management can enhance performance. Conversely, job stress demonstrated a positive but nonsignificant correlation with performance, suggesting that stress, while present, does not substantially impede performance and can sometimes act as a motivator. The implications for practice emphasize the need for conflict management strategies that harness conflict as a driver of performance and stress management approaches that convert stress into eustress to optimize employee outcomes. Future research should investigate these relationships in diverse organizational settings and through longitudinal studies to understand their long-term effects.

Keywords: Work Conflict, Job Stress, Employee Performance, Conflict Management.

JEL Classification Code: E44, F31, F37, G15

1. INTRODUCTION

In the ever-evolving workplace landscape, work conflict has emerged as an inescapable and critical element within modern organizational environments. (Deng et al., 2022). Such conflicts create workplace tensions and significantly affect employee well-being and productivity. Poorly managed conflict can trigger job stress, leading to detrimental impacts on both individual and collective performance within organizations. Understanding how work conflict interacts with job stress and influences employee performance is critical to cultivating a healthy and productive work environment. (Peng et al., 2022). This study zeroes in on a specific context within a technology information company facing substantial challenges in managing conflicts among project teams. Conflicts arising from professional disagreements or unclear roles have escalated employee stress levels. This phenomenon is evident from company data showing increased absenteeism and declining work quality. The disruption caused by these conflicts threatens the organization's overall effectiveness by affecting employee motivation and commitment to the company's objectives. The primary issue is the rising turnover rates driven by job dissatisfaction and stress from unresolved conflicts. This underscores an urgent need for more effective conflict management strategies to mitigate adverse impacts on productivity. Theoretically, existing models fail to comprehensively explain the dynamics between work conflict, job stress, and employee performance. Most models remain confined to a single dimension, lacking a holistic perspective that can be applied across various industrial contexts. Thus, this research becomes crucial as it aims to develop a more comprehensive framework to aid organizations in identifying conflict causes and designing effective interventions to enhance employee

well-being and performance amidst work conflict challenges. (Kundi et al., 2022; Kuriakose & S., 2022).

In recent literature, the relationship between work conflict and job stress and their impact on employee performance has been a focal point of many studies. Julia (2016) and Suyantiningsih et al (2020) Demonstrate that work conflict and stress significantly negatively affect employee performance, emphasizing how emotional tension from conflict can disrupt individual productivity. Julia highlights that unresolved interpersonal tensions often exacerbate job stress, while Suyantiningsih adds that ineffectively managed work conflict can lead to declining work quality. However, Hamarto (2019) It offers a different perspective by showing that, in some cases, work conflict can positively impact performance. This researcher found that when conflict is focused on tasks and process improvement, the results can boost performance by fostering innovation and better problem-solving. Identifying the type of work conflict is crucial in determining its impact. Task-related and goal-oriented disputes often enhance performance, whereas relational and emotional conflicts damage work relationships and reduce productivity. This literature analysis reveals a consensus on the negative impact of work conflict and stress on performance. However, there is also evidence that, under certain conditions, conflict can drive performance improvement. Yet, previous studies are limited by methodological approaches that generalize without considering the differing industrial or cultural contexts. These studies often overlook the complexity of the relationship between conflict and stress across various work environments, making their findings less universally applicable. Identifying these weaknesses underscores the importance of more adaptive and contextual research to understand how work conflict and stress affect employee performance in different industrial settings.

While existing research on work conflict and its impact on job stress and employee performance has provided valuable insights, significant gaps remain unexplored. One critical area that lacks attention is how different types of work conflict—task or relational—affect job stress differently. Many studies generalize the impact of conflict without accounting for the specific dynamics that may arise from various types of conflict. Additionally, previous research often fails to explain the role of moderating or mediating factors that might influence the relationship between work conflict and employee performance. For instance, the role of stress as a mediator or organizational culture as a moderator remains underexplored in the literature. This study aims to address these gaps by offering a more profound and nuanced analysis of the dynamics of work conflict. By employing a more structured methodological approach and comprehensive empirical data, this study will explore how various types of conflict impact job stress and how this stress mediates its effects on performance. The uniqueness of this research lies in its holistic approach, analyzing not only the direct impact of conflict on performance but also the role of job stress as a mediating variable and how organizational factors can moderate this relationship. The research builds on relevant previous findings that indicate the relationship between work conflict and performance is complex and contextual. Suyantiningsih et al (2020) Highlights the negative impact of conflict on performance while Hamarto (2019) Suggests that the type of conflict can determine whether the effect is positive or negative. Thus, this study not only expands on previous research but also aims to provide new insights into how conflict management strategies can be adapted based on the types of conflict faced and the specific industrial context. This will contribute significantly to developing more effective and contextual conflict management practices within diverse work environments.

The study aims to deeply examine the impact of work conflict on job stress and employee performance by identifying and analyzing various types of conflict within the specific context of organizations. The primary objective is to understand how task and relational conflict affect job stress differently and how this stress mediates the relationship between conflict and performance. The study hopes to yield comprehensive findings that clarify these dynamics and offer practical guidance for organizations in managing work conflict more effectively. The research questions to be addressed include: How does work conflict affect job stress? How do different types of work conflict, such as task conflict versus relational conflict, have varying impacts on job stress? How does job stress mediate the relationship between work conflict and employee performance? Are there moderating factors, such as organizational culture, that influence the intensity of the conflict's impact on stress and performance? Furthermore, the study seeks to answer whether existing conflict management strategies

are effective in specific industrial contexts. The novelty of this research lies in its use of a quantitative approach with a more structured path analysis, allowing for more precise identification of mediating and moderating variables in the relationship between work conflict, job stress, and performance. This approach has not been widely employed in previous studies, which often focus on descriptive or qualitative analysis. Thus, this research provides new contributions with more robust empirical data and introduces an analytical method that can be broadly applied to understand work conflict in various industrial contexts. This study is anticipated to fill gaps in the existing literature by offering more measurable and reliable insights and facilitating the development of more effective conflict management strategies based on relevant empirical findings.

2. LITERATURE REVIEW

2.1. *Defining and Classifying Work Conflict: Insights into Task and Relational Conflict*

Work conflict in organizational settings is a multifaceted phenomenon that stems from perceived individual incompatibilities, leading to tension and disagreements. (Kiliç, 2023). Conflict arises from various factors, such as scarce resources, power relations, and role differentiation. (Pembi et al., 2023). Managers must understand the sources, effects, and management strategies of conflict to maintain organizational productivity and harmony. (Pembi et al., 2023). Research has shown that work conflict can significantly impact employee performance, with a negative correlation between the two. (Chen et al., 2021) Despite its disruptive nature, conflict can have positive outcomes, such as increased productivity, innovative ideas, and team cohesion, when managed effectively. (Kurniawan & Dewanti, 2023). Understanding the complexities of work conflict and implementing appropriate conflict management strategies are essential for fostering a productive and harmonious work environment. Further, it delineates work conflict as a dynamic process of interaction that reflects perceived discrepancies in interests or viewpoints that can lead to disputes and disagreements. Work conflict can be classified into two primary types: task and relational. Task conflict refers to team members' differences regarding the task's content and outcomes. It includes different viewpoints, ideas, and opinions about how work should be done. Task conflict can positively and negatively impact organizational performance. On the positive side, task conflict can stimulate critical thinking and foster creativity by encouraging the expression of diverse perspectives. Conversely, if not managed effectively, it can lead to frustration and decreased productivity.

Relational conflict, as described by Simons and Peterson (Li, 2023), is characterized by personal animosities and emotional discord between individuals, stemming from personal incompatibilities and emotional friction rather than task-related issues. This type of conflict leads to decreased communication, trust, and cooperation among team members, ultimately undermining organizational cohesion and effectiveness. (Li, 2023). Research by Hwang and Shin (Hwang & Shin, 2023) Further, it emphasizes that transforming task conflict into relationship conflict can result in increased burnout among employees, highlighting the negative impact of relational conflict on employee well-being. Additionally, Kundi et al. (Dar et al., 2023) Suggests that workplace deviance mediates the association between interpersonal conflict and task performance, with emotional intelligence moderating this relationship. Effectively managing relational conflict is crucial for maintaining a harmonious work environment and promoting positive organizational outcomes. Task conflict and relationship conflict play distinct roles in organizational dynamics. As highlighted in Kiernan et al (2022), task conflict can stimulate creativity and problem-solving by encouraging knowledge exchange and constructive criticism within teams. On the other hand, as emphasized in Telecan et al (2022), relationship conflict tends to have a more detrimental impact on team effectiveness, interpersonal relations, and emotional climate, leading to decreased morale and disrupted workflow. As discussed in Moreira et al (2023) and Li (2023) Effective conflict management strategies should consider these differences to minimize negative consequences and leverage conflicts' potential benefits. Tailored approaches that address the specific nature of disputes, whether task-related or relational, are essential for enhancing organizational performance by fostering a conducive work environment and promoting productive teamwork.

2.2. Impact of Work Conflict on Job Stress

Work conflict is a factor that plays a significant role in increasing work stress in an organizational environment (Joksimović et al., 2023; Kurniawan & Dewanti, 2023; Muhadi, 2023; Paresashvili et al., 2023). Work conflict generally affects job stress by worsening employees' emotional balance, creating tension that interferes with productivity and well-being. Research shows that poorly managed conflict increases uncertainty and anxiety among employees, which fuels work stress. For example, research by De Dreu and Weingart (2003) shows that protracted work conflict can lead to a significant increase in stress levels as it fuels interpersonal tension and increases psychological burden. In addition, the impact of work conflict on stress is not uniform and may be moderated by several individual and organizational factors. Personal factors such as employee personality and work experience play a role in determining how much stress is experienced. For example, employees with good coping skills and long work experience may be better able to manage stress arising from conflict. Meanwhile, organizational factors such as work culture and structure also influence the intensity of conflict's impact on stress. An organizational culture that supports collaboration and open communication can reduce the adverse effects of conflict. In contrast, a hierarchical and rigid organizational structure tends to exacerbate stress arising from work conflict. Understanding the distinct impacts of task and relational conflicts on work stress is crucial for designing effective conflict management strategies in the workplace. Task conflicts, as highlighted in Hwang & Shin (2023), can stimulate problem-solving and innovation but may lead to frustration and burnout if not appropriately managed. Conversely, relational conflicts, as discussed in Zanabazar & Jigjiddorj (2023), have a more direct and damaging impact on employee well-being, intensifying stress levels significantly. Research by Jehn (1995) emphasizes that relational conflicts are more likely to deteriorate the working atmosphere and increase stress than task conflicts, whose effects depend more on effective management strategies. Therefore, organizations must recognize the nuances between these conflict types to implement targeted interventions that mitigate stress and foster a healthier work environment. (Moreira et al., 2023; Paresashvili et al., 2023).

2.3. Impact of Job Stress on Employee Performance

The relationship between job stress and employee performance is nuanced, characterized by theoretical frameworks and empirical evidence that illustrate its complexity. Generally, stress is seen as detrimental to performance, primarily because it drains cognitive and emotional resources crucial for maintaining productivity and job satisfaction. The Job Demand-Control model by Karasek in 1979 posits that high job demands, when not balanced with adequate control, lead to elevated stress levels, which deteriorate performance. This negative impact is often observed in reduced efficiency, lower quality of work, and increased absenteeism, as Cooper and Marshall in 1976 documented. However, the relationship between stress and performance is not purely negative. (Issahaku, 2023). Certain stress levels, often called "eustress," can enhance performance by providing a motivational boost that fosters focus and energy. The Yerkes-Dodson Law in 1908 suggests an inverted-U relationship where moderate stress can improve performance, but only up to a point; beyond that, performance declines as stress increases. This dual nature of stress underlines the importance of understanding its specific context and intensity. (Juniari et al., 2015; Latif et al., 2022).

Stress also acts as a mediator in the relationship between work conflict and employee performance. Empirical studies, such as those by Liu et al. (2005), demonstrate that job stress mediates the impact of work conflict on performance by channeling conflict's emotional and psychological effects into performance outcomes. For example, task-related conflicts can lead to job stress that, depending on how it is managed, either hampers or boosts performance. Similarly, relational conflicts often heighten stress levels, diminishing performance by disrupting work processes and interpersonal relations. Moderating factors also play a crucial role in how stress affects performance. Social support and effective coping strategies can mitigate the adverse effects of stress. Supportive work environments and robust coping mechanisms help employees manage stress more effectively, thereby preserving their performance. Social support, such as encouragement from colleagues and supervisors, can buffer the impact of stress by providing emotional and practical assistance, while coping strategies, such as

problem-solving and time management, equip employees to handle stressors more effectively. The impact of job stress on employee performance is multifaceted, influenced by the type and intensity of stress, its role as a mediator between work conflict and performance, and the presence of moderating factors that can either exacerbate or alleviate its effects. Understanding these dynamics is essential for developing strategies that manage stress constructively, ultimately enhancing organizational performance.

2.4. Work Conflict and Employee Performance

Various studies highlight that the relationship between work conflict and employee performance is intricate. Task conflict, involving differing opinions on work tasks, can positively impact performance by stimulating innovative solutions and fostering debate when managed constructively [1]. However, unmanaged task conflict can lead to confusion and reduced efficiency, negatively affecting performance [5]. Relational conflict, characterized by interpersonal animosities, harms performance by undermining team cohesion, reducing trust, and increasing stress levels [4]. When relational conflict is not effectively managed, it can disrupt workflow, hamper collaboration, and ultimately decrease overall productivity [2]. Therefore, the nature and management of conflicts significantly influence employee performance, with well-handled conflicts potentially enhancing performance, while poorly managed conflicts can lead to detrimental outcomes. Task conflict, as evidenced by Moreira et al. (2023), can indeed have a positive impact on team performance by fostering critical thinking and innovation. Conversely, relational conflict, as shown in Kurniawan & Dewanti (2023), often leads to decreased performance due to its disruptive nature and negative impact on interpersonal relationships. The research further supports this by highlighting how stress mediates the relationship between conflict and performance, exacerbating the adverse effects of conflict. The compounded detrimental impact of conflict and anxiety on performance underscores the importance of effective conflict management strategies, as discussed in Paresashvili et al. (2023), to mitigate stress and enhance overall performance outcomes. Therefore, a nuanced approach to conflict management that considers the type of conflict and its management, as well as the resulting stress, is crucial for optimizing performance in organizational settings. Moreover, the interaction between conflict and stress often produces a compounded detrimental effect on performance, highlighting the need for effective conflict management strategies to mitigate stress and enhance performance. The relationship between work conflict and employee performance is multifaceted, dependent on the type of conflict and its management. Task conflict can improve performance through constructive engagement, while relational conflict generally undermines it. The interplay between conflict and stress further complicates this relationship, necessitating a nuanced approach to conflict management that addresses both the type of conflict and the resultant stress to optimize performance outcomes in organizational settings. Based on the background, problem formulation, and theory in this study, the hypotheses in this study are as follows:

H1: Work conflict significantly affects employee work stress.

H2: Work conflict significantly affects employee performance.

H3: Job stress significantly affects employee performance.

3. RESEARCH METHOD AND MATERIALS

This research is a type of quantitative research. This study's population was all permanent Denpasar Hotel Makassar employees, with as many as 40 employees. The sampling method used in this study is the saturated sample method. The saturated sample method is a sampling technique in which all population members are used as samples. So, this study's sample was all permanent Denpasar Hotel Makassar employees, with as many as 40 respondents. The data source used in this study is primary data. Primary data is a data source obtained directly from respondents. Primary data from this study were obtained from questionnaires filled out by employees of the Denpasar Makassar Hotel, including identity and responses according to the questionnaire results. In measuring each variable indicator in this study, a Likert scale with five alternative answers was used, namely: Strongly agree

(SS) with a score of 5, Agree (S) with a score of 4, Disagree (KS) with a score of 3, Disagree (TS) with a score of 2 and Strongly Disagree (STS) with a score of 1. The data that has been collected will be analyzed through several stages of testing. The first stage is to conduct a descriptive statistical test. The second stage is the research data instrument test (validity test, reliability test). The third stage is the normality test. The fourth stage is to test all hypotheses proposed in this study, which will be proven through a partial test (t-test) and the coefficient of determination test.

4. RESULTS AND DISCUSSION

4.1. Statistical Result

Data collection in this study was carried out by distributing questionnaires to 40 employees of Denpasar Makassar Hotel. The study's respondents' characteristics can be seen in gender, age, latest education, length of service, and work unit. For more details, the characteristics of respondents in this study will be described individually in Figure 1.

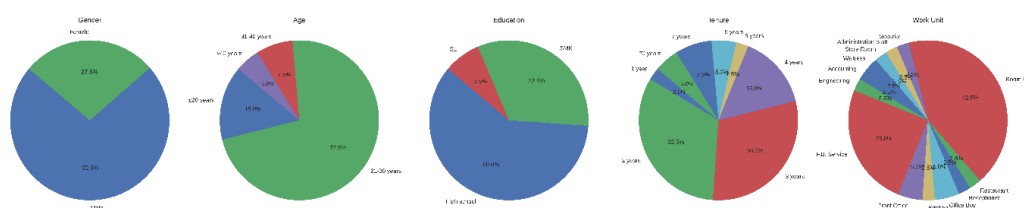


Figure 1. Characteristics of Respondents

Figure 1 provides an overview of the demographic characteristics of the study participants, highlighting key aspects such as gender, age, education level, tenure, and department affiliation. The sample comprises 40 participants, predominantly male (72.5%), with 27.5% females. Most participants are aged 21-30 years (72.5%), with smaller proportions aged 20 years or younger (15%), 31-40 years (7.5%), and over 40 years (5%). Most have completed high school education (60% SMA, 32.5% SMK), with only 7.5% holding a bachelor's degree (S1). Tenure varies, with significant groups having worked for two years (32.5%) or three years (30%) and fewer with longer tenures, such as seven years (7.5%) and 20 years (5%). Department-wise, the largest group is from the Room Boy department (42.5%), followed by Food & Beverage Service (25%), with other departments like Front Office, Accounting, Engineering, Kitchen, and others, each representing 2.5%. This demographic snapshot reveals a predominantly young, male workforce engaged mainly in operational roles with a mix of educational backgrounds and varying lengths of service, offering insights into the workforce composition and its potential impact on organizational dynamics.

The second stage is the data quality test, which consists of validity and reliability tests. The validity level test is a significant test comparing the count value with the stable value. In this study, the amount of df can be calculated as 40-2 or df = 38 with alpha 0.05 obtained r table 0.312. If the count is more significant than the r table and the r value is positive, then the question item is said to be valid. The basis for decision-making in the reliability test in this study is if the Cronbach's Alpha (α) value is > 0.60, the questionnaire is declared reliable or consistent. Table 1 presents the validity and reliability results for the instruments measuring variables X1 (work conflict), Y1 (job stress), and Y2 (employee performance). All items for variable X1 (X1.1 to Z1.10) are valid and reliable, with r-calculated values ranging from 0.361 to 0.891 and a Cronbach's Alpha of 0.753, indicating strong internal consistency. For variable Y1, items Y1.1 to Y1.12 show r-calculated values between 0.325 and 0.718 with a Cronbach's Alpha of 0.740, demonstrating adequate validity and reliability in measuring job stress. Variable Y2 items (Y2.1 to Y2.8) exhibit r-calculated values from 0.597 to 0.910 and Cronbach's Alpha of 0.785, reflecting high reliability and validity in assessing employee performance. Overall, the instruments are confirmed to be both valid and reliable for the respective variables, ensuring accurate and consistent measurement, with Cronbach's Alpha values exceeding 0.7 and r-calculated values above the acceptable threshold, validating their use in further analysis of the relationships between work conflict, job stress, and employee performance.

The third stage is the calculative assumption test, which consists of normality testing. Data normality testing uses the Kolmogorov-Smirnov Test of Normality. If the significant value is more than 0.05, the data is normally distributed, but if the significance is less than 0.05, the data is not normally distributed.

Table 1. Validity and Reliability Test Results

Variable	Instrument	r-calculated	Cronbach Alpha	Result
X1	X1.1	0,714	0,753	Valid and reliable
	X1.2	0,891		
	X1.3	0,624		
	X1.4	0,845		
	X1.5	0,705		
	X1.6	0,394		
	X1.7	0,361		
	X1.8	0,492		
	X1.9	0,440		
	Z1.10	0,810		
Y1	Y1.1	0,421	0,740	Valid and reliable
	Y1.2	0,517		
	Y1.3	0,642		
	Y1.4	0,556		
	Y1.5	0,718		
	Y1.6	0,712		
	Y1.7	0,700		
	Y1.8	0,691		
	Y1.9	0,627		
	Y1.10	0,457		
	Y1.11	0,325		
	Y1.12	0,337		
Y2	Y2.1	0,776	0,785	Valid and reliable
	Y2.2	0,597		
	Y2.3	0,678		
	Y2.4	0,721		
	Y2.5	0,869		
	Y2.6	0,910		
	Y2.7	0,800		
	Y2.8	0,875		

Source: Primary data processed by SPSS (2024)

Table 2. One-Sample Kolmogorov-Smirnov Test

		Unstandardised Residual	Unstandardised Residual	Unstandardised Residual
N		40	40	40
Normal Parameters ^{a,b}	Mean	0,0000000	0,0000000	0,0000000
	Std. Deviation	4,82104834	2,88762506	4,58287661
Most Extreme Differences	Absolute	0,091	0,063	0,274
	Positive	0,091	0,062	0,156
	Negative	-0,081	-0,063	-0,274
Test Statistic		0,091	0,063	0,274
Asymp. Sig. (2-tailed)		.200 ^{c,d}	.200 ^{c,d}	.000 ^c

Source: Primary data processed by SPSS (2024)

Based on Table 2, each Kolmogorov-Smirnov test result shows that the significant value exceeds 0.05. The significant value of model I is 0.200>0.05, while the significant value of model II is 0.200>0.05, so the residual data is normally distributed. While the significant value of model III is 0.000 <0.05, because the sample is > 30, the data is said to be normally distributed.

After the classical assumption test results and the overall results show that the regression model meets the classical assumptions, the next step is to evaluate and interpret the simple regression model. Simple linear regression analysis determines the effect of one independent variable on one dependent variable.

Table 3. Linear Regression Analysis and Coefficient of Determination

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.	R	R Square	Adjusted R Square
1	25.545	6.810	3.751	0.001	0.327a	0.107	0.083	4.884
	0.352	0.165	0.262	2.133	0.039			
2	2.321	0.862	2.692	0.010	0.793a	0.629	0.619	2.925
	0.794	0.142	0.793	5.592	0.000			
3	25.379	5.872	4.322	0.000	0.254a	0.065	0.040	4.643
	0.236	0.146	0.254	1.621	0.113			

Source: Primary data processed by SPSS (2024)

The combined table comprehensively examines the relationships between work conflict, job stress, and employee performance through simple linear regression analyses. In Model 1, we observe that an increase in work conflict directly correlates with a rise in job stress. Specifically, the unstandardized coefficient of 0.352 suggests that for each unit increase in work conflict, job stress increases by 0.352 units. This relationship is statistically significant ($p = 0.039$), indicating that conflict in the workplace has a tangible impact on stress levels among employees. The R Square value of 0.107 further tells us that 10.7% of the variability in job stress can be explained by work conflict, which, while modest, highlights the critical role conflict plays in influencing stress.

Model 2 focuses on the impact of work conflict on employee performance. Here, the unstandardized coefficient is 0.794, suggesting a substantial positive effect: for every unit increase in work conflict, performance improves by 0.794 units. This result is also statistically significant ($p < 0.001$). The R Square of 0.629 indicates that a substantial 62.9% of the variability in performance is attributable to work conflict. This may initially seem counterintuitive, as conflict is typically seen as unfavorable; however, it suggests that when conflict is task-related and managed effectively, it can stimulate performance by fostering innovation and problem-solving.

Model 3 explores the link between job stress and employee performance. The unstandardized coefficient of 0.236 implies that an increase in job stress leads to a corresponding increase in performance by 0.236 units. However, this relationship is not statistically significant ($p = 0.113$), suggesting that stress alone has no solid predictive power for performance changes. The R Square value of 0.065 indicates that only 6.5% of the variability in performance is explained by job stress, suggesting other factors are at play. These results underscore the multifaceted nature of work conflict and its dual role. While conflict can elevate stress, it also has the potential to enhance performance when directed towards constructive outcomes. The nuanced relationships observed here highlight the importance of managing conflict effectively to mitigate its stress-inducing effects while harnessing its potential to drive better performance outcomes. This integrated understanding offers valuable insights for organizational strategies to optimize employee well-being and performance through effective conflict resolution and management practices.

4.2. Discussion

Work Conflict and Work Stress

In organizational behavior, the intricate dance between work conflict and job stress emerges as a central theme, underpinned by numerous theoretical frameworks and empirical studies. Our findings from the survey at Hotel Denpasar Makassar corroborate the hypothesis that work conflict exerts a significant favorable influence on job stress. This revelation is not merely an isolated observation but

is deeply rooted in established theories and supported by a robust body of literature. At the heart of this relationship lies the classical theory of organizational conflict. The workplace is an inevitable phenomenon arising from divergent goals, statuses, values, and perceptions among employees. This theoretical perspective aligns seamlessly with our findings, where the language used by leaders and colleagues, though largely comprehensible, still serves as a primary conflict indicator due to misunderstandings and miscommunications. It underscores the notion that even in environments where communication appears straightforward, the subtleties of language and interpretation can fuel conflict, subsequently escalating stress levels among employees. Our empirical evidence reveals that the primary cause of conflict at Hotel Denpasar Makassar stems from communication barriers, particularly the difficulty in understanding managerial language. This aligns with the observations of Tjondro et al (2019), who highlighted that unclear communication often leads to conflict, creating a ripple effect that amplifies job stress. Furthermore, the anxiety experienced by employees, primarily due to unclear job expectations and insufficient understanding of tasks, aligns with the stress theory, which emphasizes the role of cognitive appraisal in stress development. The demographic characteristics of our respondents, predominantly high school graduates with an average of two years of service, provide a contextual backdrop to these findings. This demographic profile suggests a workforce lacking the extensive experience and comprehensive understanding to navigate complex job demands and organizational dynamics effectively. The limited knowledge and educational background amplify vulnerability to conflict and stress, reinforcing the theoretical stance that less experienced employees are more susceptible to job-related stressors.

The implications of these findings are profound for organizational management and human resources practices. Addressing work conflict is not merely about resolving disputes but requires a proactive approach to enhancing communication clarity and providing robust employee support systems. Organizations must invest in training programs that improve communication skills and foster an environment where feedback is encouraged and acted upon. Moreover, providing continuous professional development opportunities can equip employees with the necessary skills and knowledge, reducing the anxiety associated with job ambiguity and enhancing overall job performance. Supporting literature further substantiates our findings. Baqutayan et al. (2014) demonstrated that workplace conflict significantly increases job stress, mirroring our observations at Hotel Denpasar Makassar. Similarly, Friedman et al. (2000) highlighted that individual conflict styles shape the work environment, influencing stress levels. These insights align with Carlson & Perrewé's (1999) research, which identified social support as a critical buffer against work-family conflict, indirectly mitigating stress. Krisnawati & Lestari (2018) also emphasized that work stress and conflict negatively impact employee performance, underscoring the need for effective conflict management strategies. Considering these findings, future research should delve deeper into the nuances of conflict management styles and their efficacy in different organizational settings. Longitudinal studies could provide valuable insights into the long-term impacts of conflict resolution strategies on job stress and employee performance. Additionally, exploring the role of organizational culture in moderating the relationship between work conflict and job stress could yield actionable insights for creating healthier, more productive work environments. Our study reinforces the critical link between work conflict and job stress, grounded in robust theoretical frameworks and supported by empirical evidence. The path forward requires organizations to embrace a proactive approach to conflict management, emphasizing clear communication, continuous employee development, and supportive work environments. By doing so, they can mitigate job stress and enhance overall organizational performance and employee well-being.

Work Conflict and Employee Performance

In the intricate landscape of organizational dynamics, the relationship between work conflict and employee performance emerges as both paradoxical and profound. Our study at Hotel Denpasar Makassar reveals that work conflict positively and significantly impacts employee performance, affirming the hypothesis that increased conflict correlates with enhanced performance levels. While seemingly counterintuitive, this finding underscores the nuanced nature of conflict within

organizational settings and aligns with a broader theoretical framework that distinguishes between functional and dysfunctional conflict.

Functional conflict is a form of confrontation that fosters organizational performance by stimulating motivation, innovation, and reevaluating goals and processes. When effectively managed, this conflict can catalyze growth and improvement, promoting a dynamic work environment where employees are motivated to excel and contribute to the organization's objectives. Our study's results resonate with this perspective, suggesting that the management at Hotel Denpasar Makassar has adeptly harnessed conflict to enhance employee performance. This capability to transform conflict into a motivational force hinge on the organization's ability to quickly, accurately, and judiciously address issues, particularly for employees with lower resilience to stress.

Conversely, dysfunctional conflict impedes organizational progress, leading to disruptions in workflow, a deteriorated work atmosphere, and, ultimately, a decline in employee performance. The distinction between these two conflict types highlights the critical role of conflict management in determining the overall impact of conflict on performance. When managed poorly, even minor conflicts can escalate into significant barriers to productivity, as posited by theorists such as (Li, 2023), who emphasized the importance of conflict resolution strategies in maintaining organizational harmony and performance. Our findings that work conflict positively influences performance are further substantiated by Batubara (2022), who reported similar results, suggesting that conflict, when managed effectively, can be a performance enhancer. Batubara's study indicated that conflict could drive employees to engage more actively in problem-solving, foster competitive behaviors that enhance individual and team performance, and encourage pursuing higher standards. These outcomes are consistent with our observations at Hotel Denpasar Makassar, where management's proactive conflict resolution and motivational strategies have leveraged conflict as a constructive force.

However, the literature also presents contrasting views, as evidenced by Zafarina & Frianto (2021) and Suyantiningih et al. (2020), who found a negative relationship between work conflict and performance. Zafarina & Frianto (2021) highlighted that unresolved or poorly managed conflict can lead to decreased morale, increased stress, and ultimately hinder performance. Similarly, Suyantiningih et al. (2020) emphasized the detrimental effects of work stress on performance, suggesting that conflict, if not managed appropriately, can exacerbate anxiety and negatively impact employee outcomes. Kurniawan & Dewanti (2023) reinforced these findings, noting that the adverse effects of conflict are often mediated by the increased stress levels it induces among employees. These divergent findings underscore the complexity of the relationship between work conflict and employee performance, suggesting that the impact is highly context-dependent and influenced by various factors such as the nature of the conflict, individual differences in conflict-handling styles, and the broader organizational culture. The positive effects observed in our study may be attributed to the effective conflict management practices at Hotel Denpasar Makassar, which mitigate the potential stress and disruptions typically associated with conflict. Moving forward, further research is essential to unravel the complexities of this relationship. Longitudinal studies that examine the long-term effects of conflict on performance across different organizational contexts would provide valuable insights. Additionally, exploring the role of individual resilience, conflict management training, and managerial support systems in moderating this relationship could yield practical implications for enhancing employee performance through effective conflict management. Our study contributes to the evolving discourse on work conflict and employee performance by highlighting the potential for conflict as a performance enhancer when managed effectively. These finding challenges traditional views that predominantly associate conflict with adverse outcomes and underscores the importance of strategic conflict management in harnessing the positive aspects of organizational conflict. By embracing a nuanced approach to conflict, organizations can foster a more dynamic, innovative, and high-performing workforce.

Job Stress and Employee Performance

The intricate interplay between job stress and employee performance is a multifaceted issue that often defies straightforward conclusions. Our research at Hotel Denpasar Makassar provides a nuanced perspective on this relationship, revealing a positive yet non-significant correlation between

job stress and employee performance. This finding necessitates critically examining existing theories and empirical evidence to contextualize its implications within the broader organizational behavior literature. The positive correlation observed in our study aligns with the perspective offered by Sinambela et al. (2022), who posits that stress can be a double-edged sword, functioning as both a performance enhancer and a detractor. This dual nature of stress is evident in eustress versus distress. Eustress, or positive stress, is a motivational force that can drive individuals to achieve higher performance levels by pushing them to overcome challenges and optimize their efforts. This form of stress stimulates employees to engage more actively with their tasks and strive for excellence. Our findings suggest that the job stress experienced by employees at Hotel Denpasar Makassar may fall into this category of eustress. Employees reported a moderate level of agreement with the occurrence of job stress, indicating that while they recognize its presence, it does not significantly impair their performance. This suggests a form of stress that, while present, does not reach a debilitating level and may instead serve as a catalyst for improved performance under certain conditions.

Conversely, the extensive body of literature on job stress predominantly highlights its negative impact on performance. Daniel (2019) and Altangerel et al (2015) Underscore the detrimental effects of stress on productivity, noting that it often leads to increased absenteeism, turnover, and reduced work quality. Similarly, Muraale et al (2017) and Iskamto et al (2022) Identify specific stressors, such as time pressure and role ambiguity, which contribute to decreased performance by creating a disruptive work environment. These studies collectively advocate for robust stress management strategies to mitigate these adverse outcomes. The disparity between our findings and the prevailing view in the literature suggests that the impact of job stress on performance is highly contingent upon various contextual factors. These factors include the nature of stress, the individual differences in stress tolerance and coping mechanisms, and the organizational culture and support systems in place.

Our study's results have several practical implications for organizational management and human resources at Hotel Denpasar Makassar. Firstly, the jovial yet non-significant correlation between job stress and performance highlights the importance of fostering a supportive work environment that leverages stress as a motivator rather than a detractor. Management should focus on identifying the optimal level of stress that stimulates performance without crossing into distress. Organizations can implement comprehensive stress management programs that include training on effective stress coping strategies, regular stress assessments, and interventions tailored to individual employee needs to achieve this balance. These programs can help employees harness the motivational aspects of stress while minimizing its potential adverse effects. Additionally, promoting open communication and providing employees with clear job expectations can reduce role ambiguity and time pressure, two significant stressors identified in the literature.

The complex relationship between job stress and employee performance warrants further investigation. Future research should explore the conditions under which stress transitions from a positive to a negative influence on performance. Longitudinal studies could provide valuable insights into how this relationship evolves and the long-term effects of stress on employee outcomes. Moreover, examining the role of individual differences in stress perception and coping mechanisms could shed light on why some employees thrive under stress while others struggle. Understanding these individual variations can inform the development of personalized stress management strategies that cater to diverse employee needs. Finally, exploring the impact of organizational culture on the stress-performance relationship could reveal how different cultural contexts influence this dynamic. A supportive and flexible organizational culture may mitigate the adverse effects of stress, while a rigid and high-pressure environment could exacerbate them. Our study at Hotel Denpasar Makassar contributes to the ongoing discourse on job stress and employee performance by highlighting a positive yet non-significant relationship between these variables. This finding challenges the predominantly negative view of job stress and underscores the need for a nuanced understanding of how stress affects performance. Organizations can enhance employee performance and well-being by leveraging stress as a potential motivator and implementing effective stress management strategies. Future research should continue to explore the complex interplay between stress and performance to develop more targeted and effective organizational interventions.

5. CONCLUSION

The findings reveal that while work conflict positively and significantly influences employee performance, job stress shows a positive but non-significant correlation with performance. These outcomes suggest that contrary to conventional wisdom, effectively managed work conflict can catalyze enhanced performance, driving employees to achieve higher standards. Conversely, although recognized by employees, job stress does not significantly hinder performance, indicating that its presence may serve as a mild motivator rather than an impediment in specific contexts. The significance of this study lies in its challenge to traditional assumptions about the detrimental impacts of conflict and stress on performance. By demonstrating that conflict can be functional and performance-enhancing when appropriately managed, this research underscores the potential for conflict to foster a dynamic and innovative work environment. Moreover, the finding that job stress does not significantly impair performance calls for reevaluating stress management strategies, suggesting a need to transform stress into a positive force that can stimulate productivity. These insights offer valuable implications for organizational management and human resources practices, emphasizing the importance of strategic conflict resolution and stress management. However, the study's limitations must be acknowledged. The research is confined to a single organizational setting, which may limit the generalizability of the results. Additionally, the cross-sectional design precludes causal inferences, and the study does not account for individual differences in stress tolerance and conflict handling. Future research should adopt longitudinal approaches and explore various organizational contexts to validate and extend these findings. Investigating the mediating roles of leadership styles, organizational culture, and support systems in moderating the effects of conflict and stress on performance will further enhance our understanding and provide actionable strategies for improving employee outcomes in diverse environments.

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