



THE EFFECTS OF WORK CONFLICT AND CAREER DEVELOPMENT ON EMPLOYEE PERFORMANCE THROUGH JOB STRESS AS AN INTERVENING VARIABLE: A CONCEPTUAL MODEL

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ABSTRACT

The performance of government employees as the state civil apparatus in carrying out their duties and obligations is an important element of a good governance. Employee performance influences the success of the agency in achieving its objectives. The situation at the Inspectorate General of the Ministry of Manpower in Indonesia shows career development problems, work conflicts, and conditions of job stress experienced by employees. This paper set out to develop a conceptual model for testing the effect of work conflict and career development on employee performance through job stress as an intervening variable. Literature review, conceptual model, hypotheses development and research methodology are discussed. Practicing this paper instantly would provide information about the relationship of work conflict, career development, job stress and employee performance at the Inspectorate General of the Ministry of Manpower.

KeyWords

Career Development, Work Conflicts, Job Stress, Employee Performance, Conceptual Model

INTRODUCTION

Development in the field of manpower is directed to provide tangible and measurable contributions in the context of improving labor welfare, business composure which is carried out through various policies, in which there is an Inspectorate General whose task is to carry out internal supervision within the Ministry of Manpower. The State Civil Apparatus in the Inspectorate General must be professional, competent, have high integrity to achieve good government and clean government within the Ministry of Manpower. The performance of government employees as the state civil apparatus in carrying out their duties and obligations is one of the important elements that also determines the realization of a good governance. Employee performance influences the success of the agency in achieving its objectives. Good and satisfying employee performance can produce good productivity for agencies, while poor performance can produce low productivity for agencies.

The situation at the Inspectorate General of the Ministry of Manpower in Indonesia shows career development problems that occur in cross-department and cross-satker promotions, so that regeneration in one section is not given much attention. Career development and promotion policies do not follow the rules of proper and appropriateness. This results in existing employees who have long worked to devote themselves feeling less valued so that it had an impact on the declining performance.

Work conflicts also occur at the Inspectorate General of the Ministry of Manpower. Some of the triggers of work conflict are: orders from superiors often do not match the roles and expertise of their staff, directives given by one superior are contrary to the directives of other superiors, a staff is demanded to have high integrity, while on the other hand must inevitably follow orders from its superiors. One of the roles of employees is to provide input and suggestions for the progress of the organization, but sometimes superiors do not provide space for subordinates to discuss in a balanced manner. Sometimes employees are given certain tasks and responsibilities, without getting information about how these tasks should be carried out.

Conditions of job stress experienced by employees of the Inspectorate General of the Ministry of Manpower generally originate from within the work itself, but there are also those who state that off the job stressors also play a role in influencing the work performance of state civil apparatus in the Inspectorate General of the Ministry of Manpower. The high performance demand or the high performance target standards that are set by the agency produce employees who are trying to achieve the performance targets set by the agency. However, if the employee's quality cannot adapt to the changing environment, it will cause conflict and pressure or stress on the employee which has an impact on employee performance.

Based on the background of the Secretariat of the Inspectorate General of the Ministry of Manpower, the conceptual paper was made. This conceptual paper aims to examine the effect of work conflict and career development on employee performance by using job stress as an intervening variable. This paper consists of Introduction, Literature Review, Hypotheses Development and Research Methodology.

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LITERATURE REVIEW

Flippo in Kiruja and Mukuru (2013: 73) states that employee performance in institutions results in a more motivated workforce that has the drive for higher productivity, quality, quantity, commitment and drive. Employee performance is very important for the company, because individual performance will affect overall organizational performance.

Performance indicators are quantitative or qualitative measures that describe the level of achievement of a goal. According to Mitchel (1978) in Sedarmayanti (2009: 319) employee performance can be measured based on quality of work, promptness, initiative, and capability. The indicators of employee performance according to Mas'ud, 2004) in Tampi (2014: 7) are quality, quantity, timeliness, effectiveness, and independence. This study uses performance measurement indicators according to Kiswanto (2010) consisting of quality of work, quantity of work, timeliness, and work discipline.

Many factors affect employee performance, namely work conflict, job stress, work discipline, career development and competence (Mangkunegara, 2011: 133). Conflict is a process where one party considers that his interests are opposed or negatively influenced by another party (Kreitner and Kinichi in Silaban, 2012: 2). According to Winardi (2007: 384) conflict is a situation where two or more people want goals, which according to their perception can be achieved by one of them.

The existence of conflict in an organization is inevitable as it is always present. Conflict experienced by employees continuously without any resolution and control will bring a negative impact on employees, namely decreased work motivation. Jackson and Shuler in Rulestari and Eryanto (2013: 21), argued that conflict has a negative impact on employee behavior, such as the emergence

of work tension, increased job turnover, decreased job satisfaction, decreased organizational commitment and decreased overall performance.

Handoko (2009: 349) states that there are five types of conflict in organizational life, namely conflict within individuals, conflicts between individuals in the same organization, conflicts between individuals and groups, conflicts between groups in the same organizations, and conflicts between organizations. Henry and Ongori in Saina (2013) stated that there are two basic types of conflict, namely task conflict and interpersonal / relationship conflict. Nitisemito (1982: 214) in Maulana (2015: 34) states several positive and negative consequences of conflict. Positively, conflict can lead to the ability to self-correct, improve performance, better approaches, and develop better alternatives. Negatively, conflict can inhibit cooperation, subjectively and emotionally, bring down one another, and cause frustration. Fitriana (2013: 192) states that indicators of work conflict are communication errors, differences in objectives, differences in judgment or perception, interdependence of work activities, and errors in affection.

Work conflict is a natural thing in an organization, but if the conflict cannot be controlled it will cause stress on employees which will indirectly affect the activities of the organization itself (Anuari, et al., 2017: 103). Work conflict can have a positive and negative impact on employee performance (Fatikhin et al, 2017: 173).

Career development is an employee activity that helps employees plan their future careers in the organization so that the organization and employees can develop themselves to the maximum (Mangkunegara, 2011). Career development is also a formal and ongoing activity which is an effort of organizations to develop enriching human resources by aligning their needs with the needs of the organization (Harlie, 2013). According to Rivai and Basri (2008: 290) states that the purpose of a career program is: "to adjust between the needs and goals of employees with career opportunities available in the company now and in the future".

Career development is the process of increasing the achievement of individual work skills in order to achieve the desired career. Distawaty's research results (2017) showed that career development had a significant effect on the performance of the Central Sulawesi Provincial Inspectorate Supervisory Apparatus (Rivai, 2011). Padendenan (2017) stated that career development is another factor that influences employee performance. Saidah et al (2018) showed the relationship between career development with job stress.

According to Sutrisno (2009: 182), career development aims to:

- 1) Provide certainty in the direction of employee careers in their work within the scope of the organization
- 2) Increase the attractiveness of organizations or institutions for qualified employees
- 3) Facilitate management in organizing human resource development programs, especially in the context of making decisions in the career field as well as in the organization or company human resource planning in line with organizational development plans.
- 4) Facilitating staffing administration, especially in administering employee movements in career promotion, rotation or demotion.

Rivai and Basri (2008: 291-293) state that the forms of career development are divided into four namely personal career development, career development supported by the human resources department, the role of leaders in career development, and the role of feedback on career development. There are two dimensions of measurement of career development according to Bernardin (2003) in Nugroho and Kunartinah (2012: 156), namely:

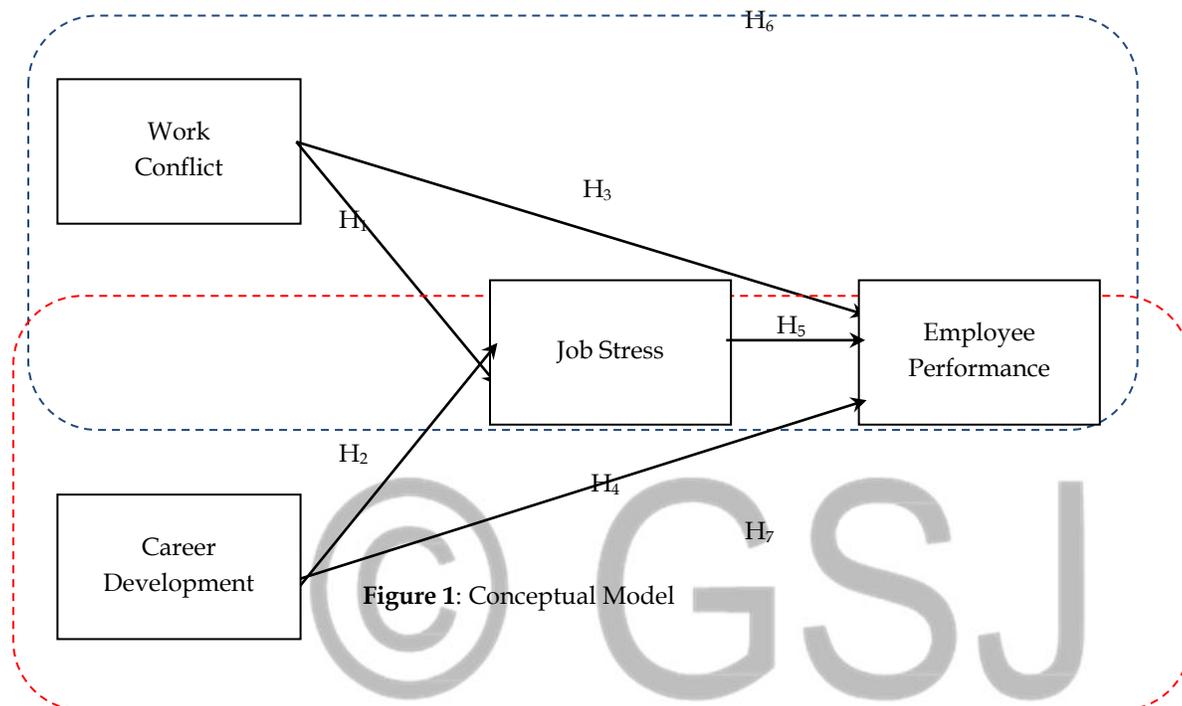
1. Organizational career development, including indicators of career information and career programs, training and development opportunities, career diversity, own career responsibilities, development realistic careers and benefit from development opportunities;
2. Individual career development includes indicators looking for career information and career plans, building career goals and development, skill interests and abilities.

Job stress is a condition in which physical and mental tension arises that causes unbalanced conditions and greatly affects employee performance (Rivai and Sagala, 2011: 108). Anuari et al's (2017) research proves that work conflict influences job stress. Whether we realize it or not, conflict in one's work creates stress on the parties involved, thereby affecting the interaction of conflict.

Job stress is a condition of tension that affects emotions, thought processes and the condition of a person where he is forced to respond beyond his ability to adapt to an external demand (environment). Too much stress can threaten a person's ability to deal with their environment. As a result, employees develop various kinds of stress symptoms that can interfere with the implementation of their work (Robbins in Warsito, 2008: 31; Husein Umar, 2008: 44; Handoko, 2008: 200; Siagian, 2014: 300; Robbins and Judge, 2014: 368). According to Robbins (2014: 306), there are three main sources that can cause stress, namely environmental factors, organizational factors, and individual factors. Robbins (2006: 582-583) states that job stress can occur in a number of ways and can be divided into three general categories namely physical symptoms, psychological symptoms, and behavioral symptoms. This research will use Warsito's stress indicators which include physical symptoms, behavioral symptoms, character and personality, emotional, intellectual, and interpersonal.

CONCEPTUAL MODEL

The general objective of this paper is to create a conceptual model for the factors that affect employee performance in the Secretariat of the Inspectorate General of the Ministry of Manpower. These general objectives are then broken down into specific objectives. Some of these specific objectives include testing: (1) the direct effect of work conflict on employee performance, (2) the direct effect of career development on employee performance, (3) the direct effect of work conflict on job stress, (4) the direct effect of career development on job stress, (5) the direct influence of job stress on employee performance, (6) the effect of work conflict on employee performance through mediation from job stress, and (7) the effect of career development on employee performance through mediation from job stress. Based on some of these specific objectives and the literature review that has been done, the conceptual model that can be produced in this study is as in the following figure.



Description:

- H₁: Work conflict affects job stress of Inspector General of the Ministry of Manpower employees.
- H₂: Career development influences the job stress of the Inspectorate General of the Ministry of Manpower.
- H₃: Work conflict affects the performance of Inspector General employees at the Ministry of Manpower.
- H₄: Career development influences the performance of Inspector General employees of the Ministry of Manpower.
- H₅: Job stress affects the performance of Inspector General employees of the Ministry of Manpower.
- H₆: Work conflict affects employee performance through job stress.
- H₇: Career development influences employee performance through job stress.

HYPOTHESIS DEVELOPMENT

1. The relationship of work conflict with job stress

Research by Jackson and Shuler in Rulestari and Eryanto (2013: 21), argues that conflict has a negative impact on employee behavior, such as the onset of work tension, increased job turnover, decreased job satisfaction, decreased commitment organization and overall decline in performance. The following research hypothesis is proposed:

H₁: Work conflict affects the job stress of the Inspector General of the Ministry of Manpower.

2. Relationship between career development and job stress

The research results of Saidah (2018) prove that career development is one of the factors that influence job stress of administrative staff. Likewise, the research of Adnyana et al (2017) proves that career development is one of the factors that influence employee job stress. A Research by Londong and Yulita (2017) argues that companies that do not have career development plans for employees are companies that do not value employees as important assets for the company, because employees also have the opportunity to develop their careers. When employees feel they do not have career opportunities or career development that is

not clear, surely employees will feel the uncertainty of their future in the organization, which can directly cause or influence the level of stress. The following research hypothesis is proposed:

H₂: Career development influences the job stress of the Inspectorate General of the Ministry of Manpower.

3. Relationship between work conflict and performance

A Research by Fatikhin (2017) proved that there is a negative relationship between work conflict and employee performance. When work conflicts are high, employees do not have a strong sense of pleasure at the company. Then employees do not have the awareness to be part of the company. This increased the desire to resign. So that when work conflicts are high, employee performance will decline. This is the same as Putra's (2018) statements that the consequences of conflict will result in decreased or increased performance. Excessive conflict will result in obstruction of communication, which then makes the group of employees reduced, the functioning of the group is reduced so that individuals cannot carry out their duties properly, and ultimately make performance decline. The following research hypothesis is proposed:

H₃: Work conflict affects the performance of Inspector General employees at the Ministry of Manpower.

4. Relationship between career development and employee performance

The results of Distawaty's research (2017) prove that career development has a significant effect on the performance of the supervisory apparatus of the Central Sulawesi Provincial Inspectorate. The leadership provides motivation and opportunities for employees to attend training and workshops on supervision of the implementation of local government in an efficient and effective manner in accordance with the plans and regulations. Similarly Padendenan research (2017) found that career development had a significant effect on the performance of Sigi Regency Education and Culture Department employees. Civil servants must follow pre-service training, in addition to that employees also know the procedures for occupying a position in terms of years of service, rank and class, and employee evaluation systems. The following research hypothesis is proposed:

H₄: Career development influences the performance of Inspector General employees of the Ministry of Manpower.

5. The relationship of job stress with performance

Excessive stress causes the achievement of demands or the emergence of various obstacles in a person that results in decreased performance (Warsito, 2008: 40). According to Milton (1996) in Warsito (2008: 41), when stress rises to a high level, performance decreases sharply. This condition occurs because people will use more energy to fight stress rather than carry out their duties. This is in line with research by Yusnimar et al (2015) which proves that job stress affects employee performance. Yuswani (2016) also proved that job stress has a negative and significant effect on employee performance. The following research hypothesis is proposed:

H₅: Job stress affects the performance of Inspector General employees of the Ministry of Manpower.

6. Relationship of work conflict with employee performance through job stress

Research by Jackson and Shuler in Rulestari and Eryanto (2013: 21), argues that work conflict has a negative impact on employee behavior, resulting in job stress. Research Yusnimar et al (2015) which shows that job stress affects employee performance. These two things are then the basic statements of hypothesis H6. The following research hypothesis is proposed:

H₆: Work conflict affects employee performance through job stress.

4.7 Relationship between career development and employee performance through job stress

Career development has a significant effect on performance (Distawaty, 2017). Yuswani's research (2016) also shows that job stress has a negative and significant effect on employee performance. The following research hypothesis is proposed:

H₇: Career development influences employee performance through job stress.

METHODOLOGY

This research is a quantitative causality study. The population in this study was employees of the Republic of Indonesia's Ministry of Manpower Inspectorate General in 2019, amounting to 140 employees. Samples will be taken using simple random sampling, which is calculated based on the Slovin formula in determining the respondents' sample. The result of the calculation is 58.33 but the sample will be rounded to 60 samples to facilitate research.

Data collection methods are carried out through questionnaires. The questionnaire used was a Likert scale. The results of data collection will be measured using a validity and reliability test. The data analysis technique used in this study is path analysis by using the SEM model or Structural Equation Modeling with the WarpPLS 4.0 program (Kuncoro & Riduwan, 2008).

CONCLUSION

This paper has discussed the background of the problem at the Inspectorate General of the Ministry of Manpower in Indonesia; Literature Review on employee performance, work conflict, career development, job stress, and relationships between them; conceptual model; hypotheses development, and methodology. Practicing this paper instantly will find out the relationships between varia-

bles in the conceptual model.

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