

The Dual Effect Of Conflict And Work Environment On Employee Efficiency: Insights From PT. United Tractors Tbk-Banjarmasin

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Abstract.

This study aimed to examine the impact of workplace conflict and the work environment on employee performance at PT. United Tractors Tbk in Banjarmasin. A quantitative research design was employed, with a sample of 43 employees selected using proportional random sampling from a total population of 122 employees. Primary data were collected through questionnaires, while secondary data were obtained through observations and literature review. The collected data were analyzed using descriptive analysis, validity and reliability tests, classical assumption tests, multiple linear regression analysis, and hypothesis testing, including the coefficient of determination (R^2), F-test, and t-test, with the assistance of SPSS 26 software. The findings indicate that (1) workplace conflict has a positive and significant effect on employee performance, with a coefficient value of 2.194 and a significance level of 0.034; (2) the work environment also has a positive and significant effect on employee performance, with a coefficient value of 2.193 and a significance level of 0.034; and (3) the combination of workplace conflict and the work environment has a significant joint effect on employee performance, as evidenced by an F-value of 35.272 and a probability of 0.000. These results suggest that effective conflict management and a conducive work environment are crucial factors in enhancing employee productivity.

Keywords: Workplace Conflict, Work Environment, Employee Performance, Organizational Behavior, Human Resource Management.

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1. Introduction

According to Susan, E. (2019) Human resources (HR) are productive individuals who are the driving force of an organization, not only in institutions or companies, HR has a function as an asset so that its capabilities must be fostered and developed. In other words,

human resources are the main driving force for every operation of an organization or company, where every organizational chart or company always tries to improve the performance of each employee in the hope that the goals will be achieved.

Performance is one of the factors that greatly influences the contribution given to the organization. The indicators of employee performance are work quality, quantity, task implementation, responsibility. Maltis (2019) said that performance improvements produced by individuals or groups will be a benchmark in efforts to improve organizational performance. Employee performance at PT United Tractors Tbk can be affected by various factors, such as relationships between employees, work environment, and work stress. Relationships between employees can experience conflict which causes low absenteeism, and can reduce employee performance productivity.

Things that can affect employee performance include conflict between employees and an unhealthy work environment. According to Veithzhal and Ella (2017), work conflict is a mismatch between two or more members or groups (in an organization or company) who must share limited resources or work activities because they actually have differences in status, goals, values or perceptions. Conflict at PT. United Tractors Tbk is a problem that can affect employee performance. Conflict can come from various sources, such as differences in vision and mission, differences of opinion, and lack of communication. Conflict can cause work stress, job satisfaction, and suboptimal employee performance.

Developing a good work environment can reduce work stress and suboptimal job satisfaction, which can lead to conflict, sIn addition to conflict, the work environment also plays an important role in improving employee performance. All conditions and circumstances that occur or occur, and which are related to work interactions, both interactions with the head of the division and with fellow staff colleagues, even with interactions with subordinates are the meaning of the work environment. According to Sedarmayanti Nuryasin (2016), the indicators of the work environment are relationships between colleagues at the same level, relationships between superiors and employees, cooperation between employees.

Conflict is a process in which one party feels that its interests are negatively opposed by another party. According to Veithzal Julvia (2016:61), conflict occurs when two or more members or groups in an organization experience incompatibility due to differences in status, goals, values, or perceptions in the distribution of limited resources or work activities.

Work conflict is a normal situation experienced by employees and there is no one who does not experience conflict in every employee field or with other fields (Walangantu, Summampouw and Tarore, 2018). Based on the above understanding, it can be concluded that basically conflict begins when one party is made unhappy by another party about something that the first party considers important. Conflict in the company occurs in various forms and patterns, which hinder individual relationships with groups. Reasons why conflict arises : Dissent (Conflict can arise from differences of opinion, especially if each party feels they are the most correct); Misunderstanding (Conflict can also be caused by misunderstanding, such as when someone feels disadvantaged by an action that was actually well-intentioned. This can lead to feelings of lack of sympathy or even hatred; One or both parties feel disadvantaged

(Treatment or actions between parties that may be considered detrimental to one party, or between both parties feeling disadvantaged).

According to Prasada (2019:196), the work environment is important for improving employee performance because environmental conditions affect enthusiasm and unity in achieving company goals. According to Afandi (2018), the work environment is something that exists in the worker's environment that can influence him in carrying out tasks such as air temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace and maintaining work equipment. From the several definitions above, it can be concluded that the work environment is everything that is around the employee and that can influence him in carrying out the tasks given to him.

Factors that influence performance: Lighting/light (Light or lighting is very beneficial for employees in order to ensure safety and prevent work accidents. Air temperature and oxygen are important gases for living things for metabolism and survival); Noise (One of the populations that is quite busy for experts to overcome is noise, sounds that are unwanted by the ear); Job security (To keep the work environment safe, it is important to pay attention to its existence); Employee relations (A healthy work environment by establishing close harmonious relationships with superiors, all co-workers and supported by adequate facilities and infrastructure in the workplace).

According to Sutrisno (2018), performance is the success of individuals or groups in carrying out tasks according to their responsibilities and authority, including function, behavior, quality, and time.

Performance affects contribution to the organization. Improving individual and group performance is important to improve organizational performance (Maltis Rafiq, 2019).

It can be concluded that employee performance is the result of work that includes the quality and quantity of work, achievement of goals, contribution to the organization, and attitudes and behavior in the workplace. This is measured by established standards and is influenced by individual ability, effort given, and organizational support.

According to Sunyoto Mangkunegara (2017), the objectives of employee performance assessment are: Increase employee understanding of performance criteria, Record and acknowledge work results to motivate improvement, Provides opportunities to discuss aspirations and raise career awareness, Formulate future goals to motivate achievement, Review and approve training plans as needed.

2. Research Methods

The method used in this study is a quantitative method, with a theoretical and hypothesis formulation model, followed by the operationalization of the concept to the conclusion of the results. This data analysis was carried out using the SPSS version 26 application, the steps used: descriptive analysis, validity and reliability tests, classical assumption tests (normality, multicollinearity, heteroscedasticity), linearity tests (multiple linear regression) and also hypotheses (determination coefficient, F test, t test) The employee population in the study at PT. United Tractors tbk, Banjarmasin amounted to 122 people. The sampling technique used simple random sampling technique, according to Sugiyono (2017) Simple Random Sampling is the taking of sample members from the population which is done randomly without considering the strata in the population. So, the

number of samples used is 43 respondents. The research conceptual model presented in Figure 1.

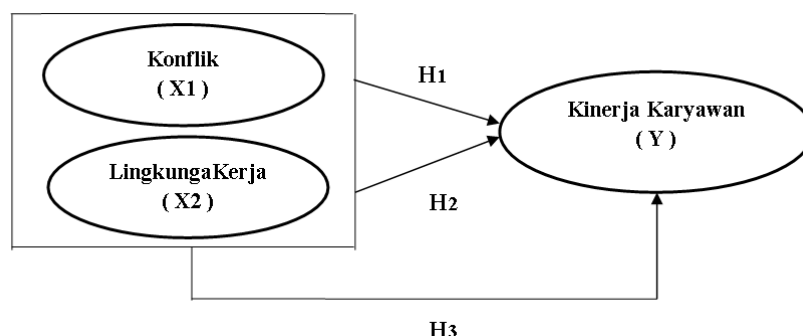


Figure 1. Research Model
Source : Prepare by author, 2024

3. Results And Discussion

Table 1. Results of Descriptive Analysis Test

	N	Minimum	Maximum	Mean	Std. Dev
Impact of Conflict	43	10.00	30.00	25.4186	4.36017
Work environment	43	12.00	30.00	25.3488	4.24760
Employee performance	43	6.00	30.00	25.4651	5.09598
Valid N (listwise)	43				

Source: Processed data, 2024

Based on table 1, the maximum value of the Conflict Impact variable (X1) is 30, with a minimum value of 10, the mean has a value of 25.4186 with a standard deviation level of 4.36017. On the other hand, the Work Environment variable (X2) has a maximum value of 30, a minimum value of 12, a mean value of 25.3488 with a standard deviation of 4.24760. As well as the variable of Employee Performance (Y) the maximum value obtained is 30, the minimum is 6, the mean value is 25.4651 with a standard deviation of 5.09598.

Table 2. Validity Test Results

Variables	Item	R Count - Value	Sig.	Conclusion
Impact of Conflict (X1)	X1.1	0.839	0.00	Valid
	X1.2	0.888	0.00	Valid
	X1.3	0.840	0.00	Valid
	X1.4	0.865	0.00	Valid
	X1.5	0.826	0.00	Valid
	X1.6	0.826	0.00	Valid
Work Environmen t (X2)	X2.7	0.818	0.00	Valid
	X2.8	0.723	0.00	Valid
	X2.9	0.833	0.00	Valid
	X2.10	0.842	0.00	Valid
	X2.11	0.858	0.00	Valid
	X2.12	0.852	0.00	Valid
Employee Performance (Y)	Y.13	0.903	0.00	Valid
	Y.14	0.766	0.00	Valid
	Y.15	0.930	0.00	Valid
	Y.16	0.920	0.00	Valid
	Y.17	0.922	0.00	Valid
	Y.18	0.906	0.00	Valid

Source: Processed Data, 2024

Table 3. Reliability Test Results

No	Variables	Cronbach's Alpha	Conclusion
1	Impact of Conflict	0.915	Reliable
2	Work environment	0.901	Reliable
3	Employee performance	0.946	Reliable

Source: Processed Data, 2024

It is concluded in tables 2 and 3 that all Rcount values are $> R_{table}$ (0.308), so all questionnaire items are valid. The reliability test produces a Cronbach Alpha value > 0.60 , indicating that the questions are acceptable.

Table 4. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

Unstandardized Residual		
N		41
Normal Parameters ^{a,b}	Mean	0.0000000
	Std. Deviation	3.69895565
Most Extreme Differences	Absolute	0.101
	Positive	0.101
	Negative	-0.083
Test Statistics		0.101
Asymp. Sig. (2-tailed)		.200c,d

Source: Processed data, 2024

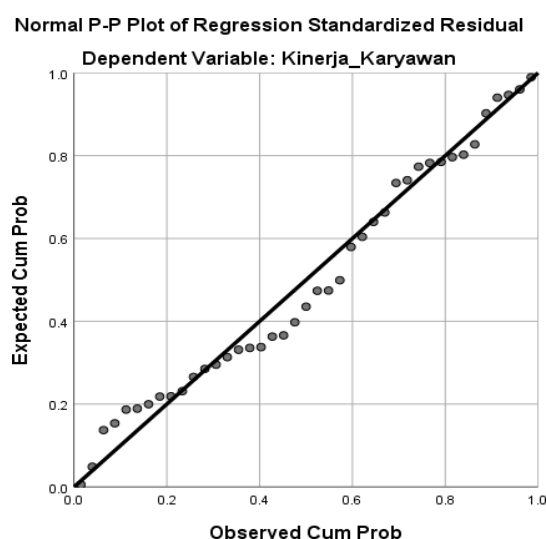


Figure 2. Results of the P-Plot Normality Test

Source: Processed data, 2024

In table 4, the residual values are normally distributed with a significance of $0.200 > 0.05$. Figure 2 also shows a normal distribution, because the data is not far from the P-Plot line.

Table 5. Multicollinearity Test Results

	Unstandardized Coefficients		Standardized Coefficients		T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
(Constant)	0.588	3.003			0.196	0.846		
Impact of Conflict	0.484	0.220	0.414	2.194	0.034		0.254	3.933
Work environment	0.496	0.226	0.414	2.193	0.034		0.254	3.933

Source: Processed data, 2024

Based on table 5, the results of the Variance Inflation Factor (VIF) test on the SPSS 26 application show that $VIF < 10$ for the variables Impact of Conflict and Work Environment (3.933), and the Tolerance value > 0.10 (0.254). This indicates that there is no multicollinearity, so that the multiple linear regression model can be used in this study.

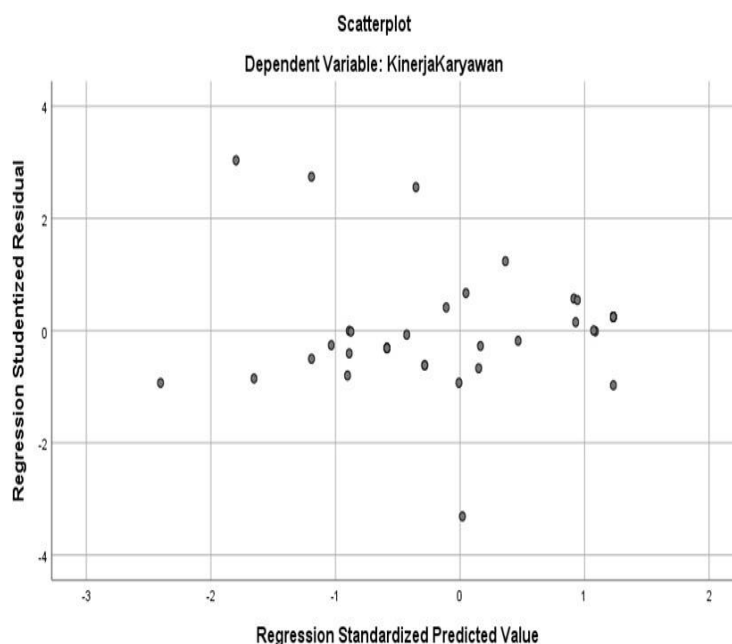


Figure 3. Heteroscedasticity Test Results

Source: Processed data, 2024

Figure 3 shows that the points are randomly distributed around the Y axis, both above and below the number 0, indicating that the regression model does not contain heteroscedasticity.

Table 6 Multiple Linear Regression Test Results

		Coefficients			T	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0.588	3.003		0.196	0.846
	Impact of Conflict	0.484	0.220	0.414	2.194	0.034
	Work environment	0.496	0.226	0.414	2.193	0.034

Dependent Variable: Employee Performance

Source: SPSS 26 Output, Processed Data, 2024

Based on the data in table 6, the resulting regression equation was :

$$Y = 0.588 + 0.484 (X1) + 0.588 (X2) + e$$

Employee Performance Constant (Y) of 0.588 shows that the Impact of Conflict (X1) and Work Environment (X2) have a positive effect on Employee Performance. The Conflict Impact Coefficient (X1) is 0.484 with a significance of $0.034 < 0.05$, meaning that a 1% increase in X1 increases Y by 0.484 (48.4%). The Work Environment Coefficient (X2) is 0.588 with a significance of $0.034 < 0.05$, meaning that a 1% increase in X2 increases Y by 0.588

(58.8%).

Table 7 Results of the Determination Coefficient Test (R2)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.799a	0.638	0.620	3.141	2.203

Predictors: (Constant), Work Environment, Conflict Impact

Dependent Variable: Employee Performance

Source: SPSS 26 Output, Processed Data, 2024

The correlation coefficient (R) of 0.799 indicates a strong relationship between the variables Conflict Impact (X1) and Work Environment (X2) with Employee Performance. The determination coefficient (R2) of 0.638 means that 63.8% of the variation in Employee Performance can be explained by X1 and X2, while 36.2% is influenced by other variables not studied.

Table 8 t-Test Results

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	0.588	3.003		0.196	0.846
	Impact of Conflict	0.484	0.220	0.414	2.194	0.034
	Work environment	0.496	0.226	0.414	2.193	0.034

Dependent Variable: Employee Performance

Source: SPSS 26 Output, Processed Data, 2024

Based on table 8, the Conflict Impact variable (X1), because Tcount 2.194 > Ttable 2.021 and significance 0.034 < 0.05, **hypothesis H1 is accepted**; For the Work Environment variable (X2), because Tcount 2.193 > Ttable 2.021 and significance (0.034 < 0.05), **hypothesis H2 is accepted**.

Table 9 F Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	696,035	2	348,017	35,272	.000
	Residual	394,663	40	9,867		
	Total	1090.698	42			

Dependent Variable: Employee Performance

Predictors: (Constant), Work Environment, Conflict Impact

Source: SPSS 26 Output, Processed Data, 2024

From table 9, the ANOVA test shows Fcount 35.272 > Ftable 3.232 and probability 0.000 < 0.05, so the Impact of Conflict and Work Environment (X) has a significant effect on Employee Performance (Y) and hypothesis **H3 is accepted**.

Based on the research conducted, it was found that the impact of conflict and work environment has a positive and significant influence on employee performance at PT. United Tractors Tbk, Banjarmasin. This finding is in line with the theory that states that conflict in an organization can be constructive if managed properly, as expressed by Veithzal and Ella (2017). Conflicts that arise in the work environment can motivate employees to seek innovative solutions and improve individual and team performance. However, if conflict is not managed properly, it can cause work stress and decreased productivity. The work environment has also been shown to play an important role in determining employee

performance, as explained by Prasada (2019). Factors such as relationships between coworkers, support from superiors, and the physical condition of the workplace contribute to job satisfaction and productivity. This study found that a conducive work environment encourages employees to work more efficiently, increases loyalty to the company, and reduces stress levels that can result in decreased performance.

The results of the regression test show that the impact of conflict has a coefficient of 2.194 with a significance level of 0.034, while the work environment has a coefficient of 2.193 with the same significance. This shows that both contribute significantly to employee performance. Furthermore, the combination of the impact of conflict and the work environment has a stronger influence on employee performance, as indicated by the F value of 35.272 and a probability of 0.000. This shows that both variables simultaneously play a role in increasing employee work effectiveness.

This finding supports previous research conducted by Walangantu, Summampouw, and Tarore (2018), which stated that conflict in the workplace can be a trigger for increased performance if managed properly. In addition, Afandi's research (2018) also emphasized that a good work environment can increase work motivation and the effectiveness of tasks carried out by employees. Therefore, companies need to implement effective conflict management strategies and create a positive work environment to improve employee welfare and performance. In the context of PT. United Tractors Tbk, Banjarmasin, the implication of this study is the need for more systematic conflict management through communication and problem-solving training. Management must ensure that conflicts that arise are constructive and do not interfere with productivity. In addition, improving the quality of the work environment, both in terms of physical facilities and interpersonal relationships, can be an effective strategy in improving employee motivation and performance.

Thus, this study contributes to understanding how conflict and work environment affect employee performance in the industrial sector. In the future, further research can be conducted by adding other variables such as job satisfaction and leadership style to gain a more comprehensive understanding of the factors that affect employee productivity.

4. CONCLUSION

This study reveals that the impact of conflict and work environment has a positive and significant influence on employee performance at PT. United Tractors Tbk, Banjarmasin. The results of the regression analysis indicate that conflict in the workplace can be a factor that drives increased performance if managed properly. Conflicts that occur between employees or between employees and management are not always negative, but can be a trigger for innovation and improvement in the work environment if handled effectively. However, uncontrolled conflict can cause work stress, decreased job satisfaction, and lead to suboptimal performance.

The work environment has also been shown to play an important role in improving employee performance. Aspects such as relationships between coworkers, support from superiors, and the physical condition of the workplace contribute to employee morale and productivity. A positive work environment creates a comfortable and conducive atmosphere, so that employees can work more focused and effectively. The results of the study prove that a combination of good conflict management and the creation of a supportive work

environment can significantly improve employee performance. Therefore, companies need to implement the right strategy in managing conflict and creating a healthy work environment to achieve maximum productivity. These findings provide insight for company management in developing policies that support employee welfare and performance in a sustainable manner.

Theoretically, this study contributes to the human resource management literature, especially in understanding how work conflict and work environment affect employee performance. This finding is in line with the conflict management theory which states that conflict in an organization does not always have a negative impact, but can be a factor that drives change and performance improvement if managed well. The results of this study support previous studies which state that a good work environment acts as a mediator in increasing employee satisfaction and performance.

From the perspective of work motivation theory, this finding also confirms that conducive work environment factors can increase job satisfaction and encourage employees to achieve optimal performance. Thus, this study strengthens the view that organizational aspects, both in the form of interpersonal dynamics and the physical environment, have a significant impact on the effectiveness of individual work in a company. In addition, this study broadens the understanding of the influence of conflict in the context of companies in Indonesia, especially in the industrial sector. Unlike previous studies that tend to highlight the negative impacts of work conflict, the results of this study indicate that conflict can also have a positive side if managed strategically. Therefore, this study adds insight into the theory of conflict management and organizational behavior by emphasizing the importance of adaptive conflict management in increasing workforce productivity.

In practice, the findings of this study have practical implications for company management, especially in managing conflict and creating a work environment that supports employee performance. First, company management needs to implement effective conflict resolution strategies, such as mediation between employees, communication training, and transparent policies in problem solving. With this strategy, conflict can be managed well so that it does not interfere with productivity, but can instead be a means of improvement and innovation in the work environment.

Second, companies need to improve the quality of the work environment by paying attention to both physical and social aspects. From a physical perspective, companies can ensure that the workplace conditions are comfortable, safe, and in accordance with ergonomic standards. From a social perspective, companies need to encourage a collaborative work culture by strengthening relationships between employees and creating a support system from superiors. With a positive work environment, employee motivation and performance will increase, which ultimately contributes to the achievement of organizational goals.

Third, companies can adopt a more comprehensive performance evaluation system, taking into account the impact of conflict and the work environment on individual productivity. This evaluation can be used to design employee development programs, such as stress management training, interpersonal skills improvement, and wellness programs that support employee mental health. By implementing policies that are oriented towards conflict management and creating a conducive work environment, companies can increase employee loyalty and ensure long-term sustainability of productivity.

Although this study provides valuable insights, there are some limitations that need to be considered. First, this study was only conducted in one company in the industrial sector, namely PT. United Tractors Tbk, Banjarmasin. Therefore, the generalization of the results of this study to other companies, especially in different sectors, is still limited. Further studies can be conducted by involving companies from various sectors to get a broader picture of the impact of conflict and work environment on employee performance.

Second, this study used a quantitative method with a survey technique, which may limit the in-depth understanding of employee experiences related to conflict and work environment. Qualitative approaches, such as in-depth interviews or case studies, can be conducted in further research to explore employee perspectives in more detail on how conflict and work environment affect their productivity.

Third, this study did not consider other variables that may contribute to employee performance, such as leadership style, job satisfaction, and organizational culture. These factors can be additional variables in future research to gain a more comprehensive understanding of the factors that influence labor productivity.

Fourth, this study uses cross-sectional data, so it cannot observe changes over a period of time. Longitudinal studies can be conducted to see how the impact of conflict and work environment on employee performance develops over time.

By understanding these limitations, future research can develop more complex and comprehensive models to enrich understanding of the factors that influence employee performance in organizations.

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