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Influence Conflict Work To Performance Employee Which Interven Ted By Burden Work On Office Subdistrict West Binjai

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Abstract

Work conflict and workload are important factors that can affect employee performance, especially in the West Binjai District Office. This study aims to analyze the effect of work conflict on employee performance with workload as an intervening variable. This research approach uses a causal associative quantitative method with 80 employees as respondents. Data were collected through questionnaires and analyzed using Structural Equation Modeling (SEM) based on Partial Least Square (PLS). The results showed that work conflict had a negative effect on employee performance, with a T-statistic value of 0.735 <1.96 and a P-value of 0.464> 0.05, indicating that work conflict cannot improve employee performance. Work conflict also has a significant effect on workload, with mark T-statistic 0.552 < 1.96 And P-value 0.302 > 0.05. Burden Work proven own significant negative influence on employee performance, with a T-statistic value of 0.735 < 1.96 And P-value 0.001 < 0.05. The indirect effect test shows that workload can intervene in the influence of work conflict on employee performance, with a T-statistic value of 0.733 > 1.96 and a P-value of 0.001 < 0.05. This study concludes that work conflict and workload need managed effectively to improve employee performance. Suggestions for the West Binjai District Office are to implement conflict management strategies, distribute workloads evenly, and create a supportive work environment to improve employee productivity and welfare.

Keywords :
Conflict Work, Burden Work, Performance Employee

1. INTRODUCTION

In the era of globalization and increasingly tight competition, every organization, including institutions government, sued For can give performance Which optimal for the sake of achieve goals and improve services to the

community. One of the factors that often affects employee performance is work conflict (Rahmisyari & Husin, 2021). Work conflict can arise from various sources, such as differences of opinion, unclear tasks, and disputes between individuals in the organization. This conflict, if No managed with well, it can reduce motivation, reduce productivity, and ultimately reduce employee performance (Aprilia et al., 2022). Therefore Because That, important For understand so far where work conflicts affect employee performance, especially in the West Binjai District Office. High workload is also a crucial factor that can influence employee performance (Surijadi & Musa, 2020). Excessive workload can cause stress, fatigue, and job dissatisfaction, which ultimately affects negative to performance (Soden et al., 2023). Thus, this study needs to answer the question of whether work conflict affects the workload of employees at the West Binjai District Office. Knowing connection This can help in understanding the extent of work conflict increasing employee workload, which can ultimately impact the quality and quantity of work produced.

The West Binjai District Office as one of the government units in Binjai City is also not free from work conflict and workload problems. Employees in this office often face various challenges in carrying out their duties, both in terms of quantity and quality work Which must completed. Management conflict And burden Work Effective communication becomes very important to ensure that employee performance remains optimal in providing services to the community. In the context of the West Binjai District Office, work conflicts often arise due to differences of opinion between employees, unclear division of tasks, or even personal problems that are carried over into the work environment. This conflict, if left unsolved, can result in a decline in employee morale, increased absenteeism, and even high employee turnover rates. The existence of work conflicts that are not managed properly will cause employees to experience difficulties in completing their tasks efficiently, thus negatively impacting the quality of public services provided (Suryani & Yoga, 2018). Therefore, it is important for management to have an effective strategy in identifying and resolving work conflicts so that employee performance can be maintained or even improved.

There are four types of conflict that may occur in a organization (Bradley et al., 2013) which are the indicators in this study, namely:

1. Task Conflict (Conflict Task)
   This conflict occurs when team members have different views or opinions about the best way to resolve a problem. task or project. This covers debates about which methods, strategies, or approaches to use. Although they can create tension, task conflict can often lead to constructive discussions and innovative solutions that improve work outcomes.
2. Personality Conflict
   This conflict arises from differences in character, work style, or personal

habits between individuals. For example, an employee may feel uncomfortable working with a coworker who has a very different communication style or personal values. Personal conflicts are often emotional and can affect the overall work atmosphere.

3. Value Conflict (Conflict Mark)
   This conflict occurs when individuals have differences deep in mark, principles, or personal beliefs that they bring to the workplace. For example, differences from an ethical or moral perspective, it can cause tension between employees. Value conflict often time difficult completed Because involving aspects fundamental to an individual's identity and beliefs.
4. Leadership Conflict
   This conflict arises when there is a mismatch or disagreement. between leaders and team members or between leader in organization. Problem This Can range on leadership style, strategic decisions, or managerial methods. Leadership conflict can affect the entire organization if not managed properly. well, because it can disrupt team performance and employee morale.

In addition, it is important to consider that high workloads not only affect employees' physical and mental health, but can also exacerbate existing work conflicts (Wahuningtyas & ..., 2024). When employees feel burdened with piling tasks and tight deadlines, they are more prone to stress and frustration (Trisnawaty & Parwoto, 2021). This can to worsen connection between employees and increase possibility the occurrence conflict (Murfat et et al., 2019). With thus, This study also attempts to examine how workload intervenes relationship between conflict Work And performance employee. With understand dynamics This, Office West Binjai District can develop better policies to manage workload and conflict, so as to improve employee welfare and the quality of services provided to the community.

Workload indicators are divided into two main categories: external factors and internal factors (Afika in Diana, 2021).

1. External Factors
   - Task: This includes all aspects related to the task that must be carried out by the employee. Physical tasks covering elements like station Work, order workplace space, and physical environmental conditions that affect comfort and work efficiency. Meanwhile, mental tasks involve responsibility, job complexity, and emotional aspects faced by workers, such as stress or uncertainty in the job.
   - Work Organization: Includes the established work structure and schedule, including the length of work hours, break times, shift systems, and the overall work system organization. These factors can significantly affect employee workload, both in terms of task volume and in

managing time and energy.
- Work Environment: Relating to the physical, chemical, biological, and psychological conditions in the workplace. The physical environment includes factors such as lighting, temperature, and noise, while the chemical environment involves exposure to hazardous substances. The biological environment can include the risk of infection. or allergies, And environment psychological involving aspects like work stress and social support.

2. Internal Factors
   - Somatic Factors: These include the physical aspects of an individual such as gender, age, body size, nutritional status, and health conditions. These factors affect how individuals respond to and manage the workload at hand. For example, individuals with certain health conditions may experience fatigue or stress more quickly.
   - Psychological Factors: Includes psychological aspects that influence perception and reactions to workload. These include motivation, perceptions of work, self-confidence, desire, and job satisfaction. These psychological factors can influence how a person copes with stress and job demands, as well as how they assess the workload they face.

In addition, employee performance itself can be affected by the workload they face. High workload can reduce employee performance, while good workload management can improve their performance (Erawati et al., 2017). By Therefore, this study also aims to evaluate whether employee performance affects workload at the West Binjai District Office. Furthermore, it is important to explore whether employee performance is able to intervene in the influence of work conflict on workload. In other words, whether increasing employee performance can reduce the negative impact of work conflict on workload (Bramasta et al., 2020). This study aims to analyze the effect of work conflict on employee performance by considering workload as an intervening variable. There are 9 indicators used to assess employee performance, which help measure the extent to which employees carry out their duties and responsibilities effectively (Afandi 2018), namely:

1. Work Results
2. Work Results
3. Efficiency in Carrying Out Tasks
4. Work Discipline
5. Initiative
6. Accuracy
7. Leadership
8. Honesty

9. Creativity

The purpose of this study is to investigate and analyze the influence of work conflict on employee performance intervened by workload at the West Binjai District Office. with consider role burden Work as intervening variables. The concept of this research is as depicted in the following conceptual framework image:

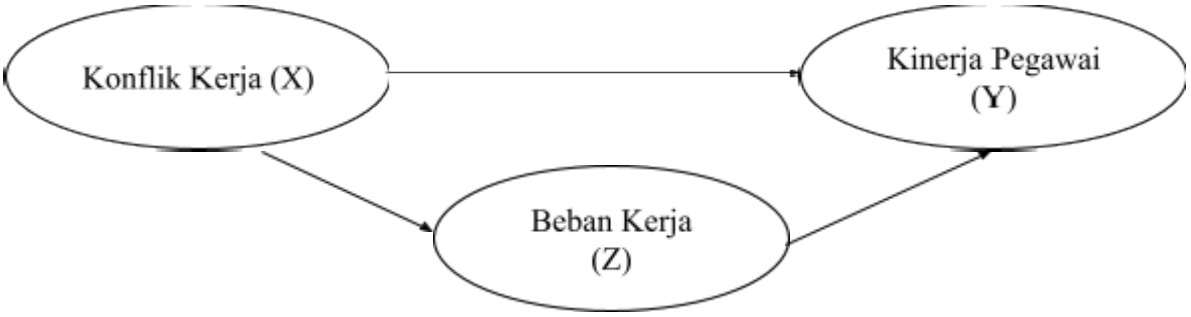

Figure 1. Conceptual Framework

2. METHOD STUDY

This type of research is casual associative quantitative research. This research was conducted at the West Binjai District Office located at Jl. Mancang No. 5, Limau Mungkur, Binjai Bar District., Binjai City, North Sumatra 20743. according to (Sugiyono, 2017), population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. In this study, the population used was the entire number of employees at the Population and Civil Registry Office of Binjai City, Binjai City, totaling 80 people with the following details:

Table 3.1 Details Population Office Service Population And Notes Civil City Binjai City Binjai City

No.	Status	Number of people)
1.	ASN	55
2.	Honorary	25
	Amount	**80**

Binjai Office

The sampling technique used in this study is a sample saturated. According to (Sugiyono, 2019) saturated sampling is sample selection technique when all members of the population are used as samples, where all the population in this study are used as samples, namely 61 employees.

The data that will be used from this study is the data from the questionnaire distributed to respondents consisting of all employees in all divisions. The data analysis technique used in this study is the method quantitative data analysis using Structural Equation Modeling (SEM) based on Partial Least Square (PLS) using SmartPLS 3.0 software.

Meanwhile, the feasibility test that will be used in this research is the *outer model test* in order to obtain the *outer loading value* . fulfil condition *Validity and reliability.* Structural model testing (Inner model) which includes the determination coefficient test (R2) to measure how far the model's ability to explain the variation of the dependent variable. determination coefficient value / R^2 be in range number zero (0) and one (1). (kuncorooro, 2013)

The Goodness fit test is used to determine the extent to which the observed data is in accordance with the theoretical distribution assumed by the model or hypothesis (Ghozali & Latan, 2015) and the hypothesis test (T-Statistic Test) which consists of the *path coefficients test* to test how the direct influence of each independent variable individually on the dependent variable and the indirect influence of the intervening variable in influencing the independent variable on the dependent variable.

This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is stated as positive. While if the value is 0 to -1, then the direction of the relationship between variables declared negative. The hypothesis is said to be accepted if the statistical t value is greater from t table. According to (Ghozali & Latan, 2015) the t-table value criteria is 1.96 with a significance level of 5%

3. RESULTS AND DISCUSSION

3.1. *Outer Model*

Analysis

Research Results

Testing *the outer model* in this study uses algorithm analysis on *SmartPLS software version 3.0, in order to obtain outer loading* values that meet *validity and reliability* requirements .

1) Validity Test Results

Convergent validity of the measurement model with reflective indicators can be seen from the correlation between the item/indicator score and the construct score. Indicators that have an individual correlation value greater than 0.7 are considered valid, but in the development stage of research, indicator values of 0.5 and 0.6 are still acceptable. Based on result for outer loading shows that there are indicators that have loading below 0.60 and are not significant. The following are

the results outer loading values in the following table.

Table 2. *Outer Loading*

Indicator	*Outer Loading*	Information
Work Conflict (X)		
KK1	0.954	Valid
KK2	0.948	Valid
KK3	0.873	Valid
KK4	0.936	Valid
Workload (Z)		
BK1	0.969	Valid
BK2	0.962	Valid
BK3	0.926	Valid
BK4	0.899	Valid
BK5	0.975	Valid
Employee Performance (Y)		
KP1	0.797	Valid
KP2	0.827	Valid
KP3	0.879	Valid
KP4	0.717	Valid
KP5	0.781	Valid
KP6	0.919	Valid
KP7	0.914	Valid
KP8	0.827	Valid
KP9	0.807	Valid

Source: Smart PLS Output, 2024

Based on Table 2, can seen all over indicator own mark *loading factor* > 0.60. According to (Ghozali, Imam & Latan, 2015) stated that the indicators were declared valid if it has a *loading factor value* > 0.60. Thus it can be stated that all indicators in this study are declared valid and can be further researched. The following is displayed in the form of a structural model as in the following image:

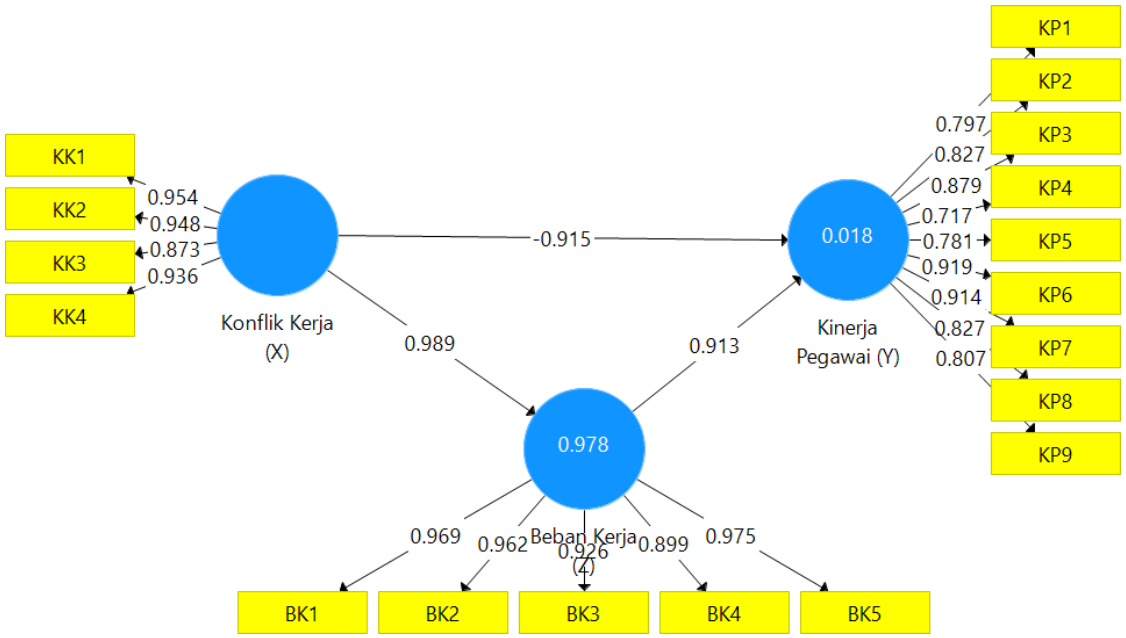

Figure 1. ***Outer Model Test Results***

2) ***Discriminant Validity*** **Test Results**

The next test is to test the discriminant validity, this test aims to determine whether a reflective indicator is a good measurement for its construct based on the principle that the indicator is highly correlated to its construct. Here are the results cross loading from discriminant validity testing as in the following table :

Table 3 . ***Discriminant Validity***

Load Variable	Indicator Work (Z)	**Performance Employee (Y)**	**Conflict Work (X)**
BK1	**0.969**	-0.010	0.941
BK2	**0.962**	-0.011	0.958
BK3	**0.926**	0.035	0.921
BK4	**0.899**	0.059	0.881
BK5	**0.975**	-0.028	0.969
KK1	0.945	-0.050	**0.954**
KK2	0.946	0.032	**0.948**
KK3	0.868	0.043	**0.873**
KK4	0.908	-0.067	**0.936**
KP1	-0.051	**0.797**	-0.042
KP2	-0.085	**0.827**	-0.084

KP3	-0.095	**0.879**	-0.113
KP4	0.036	**0.717**	0.031
KP5	0.072	**0.781**	0.067
KP6	-0.008	**0.919**	-0.027
KP7	0.050	**0.914**	0.033
KP8	-0.035	**0.827**	-0.048
KP9	0.083	**0.807**	0.071

Source: Smart PLS Output, 2024

Based on table 4, it can be seen that the *cross loading value* for each indicator and variable is greater than the other variables and indicators. The cross loading of the Work Conflict variable shows that the cross loading indicator the variables more big from cross loading other latent variables, cross loading of proactive behavior variable indicators shows that the *cross loading indicator value* is greater than the latent variable others, *cross loading* variable goal orientation also shows a greater value of cross loading indicators than cross loading of latent variables. Based on these data, it can be stated discriminately that *the cross loading* results are considered valid.

3) *Composite reliability* test results

Further testing determines the value reliable with *composite reliability* from indicator blocks that measure constructs. A construct value is said to be reliable if the *composite reliability value* is above 0.60. In addition to looking at mark *composite reliability* mark reliable can be seen from the value of the variable construct with *the Cronbach's alpha* from the indicator block that measures the construct. A construct is said to be reliable if *the Cronbach's alpha value alpha* on 0.7. The following is a table of loading values for the research variable constructs generated from running the Smart PLS program in the following table

Conflict Work (X)	0.946	0.961	0.862
Burden Work (Z)	0.971	0.977	0.896
Performance Employee (Y)	0.792	0.955	0.953

Source: *Smart PLS Output* , 2024

Based on Table 4, it can be explained that the AVE value for each variable is tested to have mark > 0.5 This show that all variable in in study This meets *the criteria of discriminant validity* . To determine the reliability in this study, the *composite reliability*

value is used . The value accepted for the level of reliability is > 0.7. Based on these criteria, it can be seen that all variables in this study own value > 0.70 so it can be stated that all the variables tested meet construct reliability.

Structural Model Evaluation (*Inner Model*)

Structural model evaluation (*inner model*) is conducted to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the structural model evaluation are seen from several indicators, namely:

1) Results of the Determination Coefficient Test (R^2)

The coefficient of determination test (R2) is used to see the influence of latent variables. certain independent variables on the dependent latent variable whether they have a substantive influence. Based on processing data Which has done with use SmartPLS 3.0 program obtained the R Square value as in the following table.

Table 5. R Square Results Variable

	R Square	Adjusted R Square
Workload (Z)	0.957	0.978
Employee Performance (Y)	0.018	- 0.007

Source: *Smart PLS Output* , 2024

Based on table 5 known that mark R square Adjusted variable performance employee of
-0.007 or 7.00% which means the influence work conflict on employee performance is in the low category, meaning that the higher the work conflict, the less employee performance will be improved. Meanwhile, the R Square value on the employee performance variable is 0.018 or 18.00%, which means that the influence work conflict on employee performance 18.00% and the remaining 82.00% is influenced by other variables that have not been studied. While the value R The Square Adjusted value of the Workload variable is 0.978 or 97.80%, which means that Work conflict affects workload by 97.80% or in the high category, meaning that work conflict is significant increase Burden Work. Furthermore mark R square variable burden Work of 0.957 or 95.70%, which means that work conflict affects employee workload of 95.70% while the remaining 4.30% is influenced by other variables that have not been studied.

2) Test Results *Goodness of Fit*

The Goodness of Fit test is a statistical method used to evaluate how well a model or distribution fits a given set. statistics Which tested in accordance with data observed. The Goodness of Fit test aims to determine the extent to which the observed data corresponds to the assumed theoretical distribution. by model or

hypothesis. Test goodness of fit model can be seen by looking at the NFI value in the program. If the NFI value > SRMR and the more approach 1, so the more Good model (good fit). Based on processing The data that has been processed using the SmartPLS 3.0 program obtained the Model value Fit as follows.

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0.076	0.076
d_ULS	0.979	0.979
d_G	3,830	3,830
Chi- Square	986,452	986,452
NFI	0.642	0.642

Source: Smart PLS Output, 2024

Based on table 6, it can be seen that the NFI value is 0.642 > 0.076 so it can be stated that the model in this study has sufficient *goodness of fit* and is suitable for testing the research hypothesis.

Hypothesis Testing Results

After conducting the inner model analysis, the next step is to evaluate the relationship between latent constructs in order to answer the hypothesis in this study. Hypothesis testing in this study was carried out by looking at T-Statistics And mark P-Values. Hypothesis declared accepted if the *T-Statistics value is* > 1.96 and P-Values < 0.05. Here are the results *Path Coefficients* of direct influence between variables as in the following table.

Table 7. *Path Coefficients* (Influence Direct)

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Burden Work (Z) -> Performance Employee (Y)	0.913	0.543	1,243	0.735	0.001	Accepted
Conflict Work (X) -> Burden Work (Z)	0.989	0.989	0.005	0.552	0.302	Accepted
Conflict Work (X) -> Performance Employee (Y)	-0.915	-0.545	1,245	0.735	0.464	Accepted

Source: Output Smart PLS, 2024

Based on the data from the path coefficients test results in Table 7 above, several main points related to the influence of the variables Work Conflict, Workload, and Employee Performance can be explained. Analysis results show that Burden Work own influence negative on Employee Performance, with a T-Statistic of 0.735 < 1.96, and a P-Value of 0.001 < 0.05. These results indicate that the hypothesis stating that there is a significant influence of Workload on Employee Performance is accepted. Thus, increasing Workload tends to decrease Employee Performance.

The results of the analysis also show that work conflict has a negative influence on workload, as indicated by a T-Statistic value of 0.552 < 1.96, And P-Value is 0.302 > 0.05. Although influence This negative, mark P-Value 0.302 > 0.05 shows that the influence of work conflict on Workload is not significant. This means that changes work conflict does not have enough direct influence on employee workload.

The analysis shows that work conflict has a negative and significant influence on Performance Employee, with mark T-Statistic as big as 0.735 < 1.96, And P-Value as big as
0.464 > 0.05. This result shows that the hypothesis stating that there is a negative influence between work conflict and Employee Performance is accepted. This means that the more work conflict increases, the less employee performance will increase. Overall, this result shows that work conflict has a significant negative influence on Employee Performance and Burden Work give influence negative on Employee Performance.

Table 8. Indirect Effect (Influence No Direct)

Variables	Original Sample (O)	Sample Mean (M	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Results
Conflict Work (X) -> Workload (Z) -> Employee Performance (Y)	0.903	0.535	1.232	0.733	0.001	**Accepted**

Source: Smart PLS Output, 2024

Based on the data from the indirect effect test results in Table 8 above, it can be explained the indirect influence between work conflict variables on Employee Performance through Workload. The results of the analysis show that the indirect influence of work conflict on Employee Performance through Workload has a T-Statistic value of 0.733 > 1.96, and P-Value of 0.001 < 0.05. These results indicate that Workload can negatively intervene the influence of conflict on performance, so this hypothesis is accepted.

Meaning, Workload capable mediation Which significant in connection between work conflict and Employee Performance. Thus, the increase in Additional Income does not significantly affect Employee Performance through Workload.

3.2. Discussion

This study shows that work conflict has a negative influence on employee performance at the West Binjai District Office. With a T-statistic value of 0.735 < 1.96 and a P-Value of 0.464 > 0.05, work conflict does not show influence significant impact on employee performance. Unresolved conflict can disrupt communication and collaboration, and reduce employee productivity. These results support the findings of Rahmisyari and Husin (2021), which state that work conflicts that are not managed properly will have a negative impact on employee motivation and performance.

Burden Work own influence significant to performance employee, with T-statistic value of 0.735 < 1.96 and P-Value of 0.001 < 0.05. Results This indicates that increased workload can reduce employee performance, because they face high stress and fatigue. Surijadi and Musa (2020) support this finding, showing that high workload affects the quality of work results and increases employee absenteeism.

The results of the analysis show that work conflict has a negative influence on workload. Work with mark T-statistic 0.552 < 1.96 And P-Value as big as 0.302 > 0.05, Which means that this influence is not significant. However, conflicts that are not managed well can create additional stress for employees, which has an impact on their perception of workload. This result is relevant to the research Wahuningtyas (2024), which states that work conflict can worsen employee perceptions of task which are given.

Workload is able to mediate the influence of work conflict on performance. employee. This is proven with mark T-statistic 0.733 > 1.96 And P-Value as big as 0.001 < 0.05. This means that poorly managed work conflict increases the perception of workload, which ultimately have a negative impact on employee performance. Thus, effective management of work conflict can help reduce the perception of workload and improve overall employee performance.

This study highlights that employee performance is influenced by work

conflict and workload. With an R-square value of 0.018 or 18%, work conflict contributes little to employee performance, while the other 82% is influenced by other variables that have not been studied. Therefore, Office Subdistrict Binjai West need focus on managing other factors that can improve employee performance.

To reduce the impact of work conflicts, the West Binjai District Office needs to adopt conflict resolution strategies such as open communication and mediation. This important because work conflict, which has a T-statistic value of 0.735 and a P-value of 0.464, although not directly significant, still has a cumulative impact if not managed.

High workload, with an R-square value of 0.957 or 95.7%, indicates that the influence of work conflict on workload is very significant. To manage this, the West Binjai District Office needs to adjust the distribution of tasks to suit employee capacity, in order to reduce stress and increase work motivation.

The results of this study provide insight that management conflict Work And effective workload can improve employee performance. With the R-square value as big as 0.978 or 97.8%, workload is proven to be the main factor influenced by work conflict. Strategies to reduce unnecessary workload and increase support to employees can be the main policy to improve employee welfare and the quality of public services at the West Binjai District Office.

4. CONCLUSION AND SUGGESTIONS

4.1 Conclusion

Based on the results of the data analysis and discussion that have been described previously, it can be concluded that:

1. Conflict Work own influence negative impact on employee performance, with a T-statistic value of 0.735 < 1.96 and a P-Value of 0.464 > 0.05. This shows that work conflicts that are not managed with Good can lower employee effectiveness at the West Binjai District Office.
2. Workload has a significant negative effect on employee performance, with a T-statistic value of 0.735 < 1.96 and a P-Value of 0.001 < 0.05. High workload causes a decrease in employee productivity, which is characterized by increased levels of stress and fatigue.
3. Work conflict has a negative influence on workload, but is not significant, with a T-statistic value of 0.552 < 1.96. And P-Value 0.302 > 0.05. Unresolved work conflicts can worsen employees' perceptions of the workload they face.
4. Workload has been shown to mediate the influence of work conflict on employee performance. in a way significant, with mark T-statistic as big as 0.733 > 1.96 And P-Value of 0.001 < 0.05. This shows that increasing work conflict increases the perception of workload, which ultimately has a negative impact on employee performance.

5. The R-square value for the employee performance variable is 0.018 or 18%, indicating that work conflict and workload have a small influence on employee performance, while the other 82% is influenced by other variables that have not been studied.

4.2 Suggestion

Based on results findings, discussion, And conclusion from study This, The following are suggestions that can be given to the management of the West Binjai District Office:

1. The West Binjai District Office needs to improve its conflict management capabilities by facilitating open communication between employees, conflict resolution training, and mediation Which effective For reduce impact negative conflict Work on performance.
2. Distribution of tasks needs to be adjusted accordingly ability employee so that burden Work not exceed their capacity. This adjustment can help reduce level stress and increase employee productivity.
3. A supportive work environment, including social support from coworkers and superiors, can help reduce negative perceptions of conflict and workload. work. This is important to create a harmonious working atmosphere.
4. Management needs to conduct periodic evaluations of the work system to identify and reduce potential causes of conflict and workload. not necessary. This step can also increase employee satisfaction and work effectiveness.

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