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EFFECT OF WORK MOTIVATION, WORK CONFLICT AND WORK ENVIRONMENT ON PERFORMANCE OF PTPN VII EMPLOYEES BANDAR LAMPUNG IN THE TIME OF THE COVID-19 PANDEMIC

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ABSTRACT

The Covid-19 pandemic has had a major impact on global health and economy. WHO data shows that 70% of Covid-19 patients are aged 31 to 45 years. In Indonesia, the spread of the virus is high, with local transmission already occurring. The public must comply with health protocols, including companies that must also implement them. Human resource (HR) management needs to adapt to reduce crowding in the workplace. These changes affect employee performance, especially with the implementation of work from home, which can reduce performance due to motivation, conflict, and work environment. This quantitative research involved 70 employees of PT PTPN VII Bandar Lampung. The results showed F count (91.013) > F table (3.13) and a significant value of 0.000 < 0.05, which means work motivation, work conflict, and work environment have a significant positive effect on employee performance. An increase in these three variables will improve employee performance.

Keywords: *Work Motivation, Work Conflict, Work Environment, and Employee Performance.*

Introduction

The Covid-19 pandemic is a big problem for several sectors. Based on data from the World Health Organization (WHO), the vulnerable age for the Covid-19 virus is adulthood, and 70% are aged 31 to 45 years. From an economic perspective, countries that have a demographic with an abundance of people over 65 years of age will have difficulty dealing with a pandemic situation (KIM, 2021). On the other hand, countries of productive age find it easier to face the Covid-19 pandemic situation (Ministry of Health of the Republic of Indonesia, 2020).

In Indonesia, the transmission of the Covid-19 virus is classified as very high, based on data collected by the Indonesian Ministry of Health in 2020, the Covid-19 virus has spread through local transmission (Susilawati et al., 2020). The new normal system is one of the most obvious solutions to make the economic status less depressed. The implementation of the new normal is expected to be able to turn the wheels of the community's economy so that it can run as usual, even by implementing the established health protocols (Aguinis & Burgi-Tian, 2021). The community is required to comply with the established health protocols to avoid the wider spread of the Covid-19 virus (Indonesian Ministry of Health, 2020).

Human resource management is vital for improving workplace safety and comfort. By moving from traditional systems to new ones, HR can reduce large gatherings in one space (Nugroho, 2022). This creates a healthier work environment and fosters flexibility in meeting changing needs. This is a challenge for human

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resource management within the company (Ariss & Sidani, 2016). They are required to change the HR management system with the implementation of health protocols. HR management managers change the way they manage the human resources owned by the company. Changes in human resource management have an impact on employee performance, with the implementation of work from home will have its own impact on reducing employee performance (Werdhiastutie et al., 2020).

Literature Review

a. Performance

According to Kuswati, (2020) performance is the implementation of a job and its completion in accordance with responsibilities so as to achieve the expected results. Employee performance is also defined as the employee's ability to perform certain skills.

To improve employee performance, companies can make efforts such as providing training, creating a conducive work environment, and providing constructive and regular feedback (Rakatama & Chaerudin, 2021). Regular performance evaluations are also important to ensure that each employee knows the areas that need improvement and how to achieve them.

Asno & Sary, (2023) explains that performance has key elements and steps in the employee performance appraisal process, one of which is clear goals and objectives by setting specific, measurable, achievable, relevant and time-limited (SMART) goals and targets that employees need. achieved. According to Kuswati, (2020) clear assessment criteria are also elements or steps in the performance assessment process by establishing clear and objective standards and assessment criteria to evaluate employee performance.

b. Work Motivation

Turmudhi & Ristianawati, (2023) states that Motivation is a key part of a person's personality that drives them to pursue their desires. It inspires individuals to take action and stay focused on their goals, helping them overcome obstacles. (Andriana et al., (2019) says that motivation is a skill in directing employees and companies to want to work successfully so that employee desires and company goals are simultaneously achieved.

The goal of work motivation is to create an environment that makes employees feel motivated and involved, resulting in good and productive performance. According to Sanjaya & Indrawati, (2023) work motivation can increase employee productivity because motivated employees tend to work more efficiently and effectively, which in turn increases the output and overall performance of the organization.

c. Work Conflict

Work conflict is a process in which one party considers that its interests are opposed or negatively influenced by another party (Monyei et al., 2023). Sanjaya & Indrawati, (2023) explains that work conflict is a disagreement between two or more members of an organization or groups in an organization that arises because they have to use scarce resources together or carry out activities together or because they have different statuses, goals, values, and perceptions.

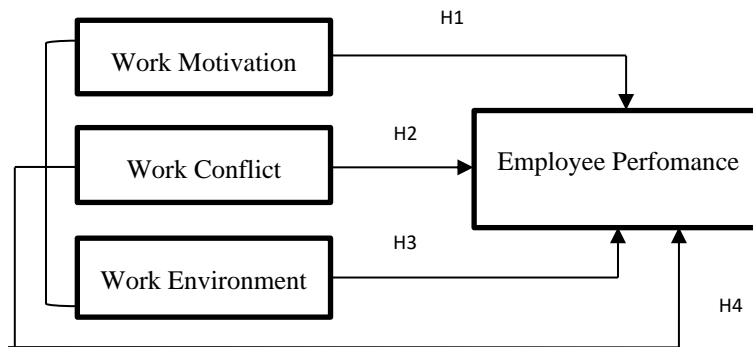
Work conflict is a situation where there are differences of opinion, tension, or disagreement between individuals or groups in the workplace. Work conflict can arise from differences in goals, values, interests, or work methods. According to Ogowang et al., (2019) work conflict is caused by poor communication and lack of effective communication, which can cause tension and conflict.

d. Work Environment

the work environment refers to the physical, social, and organizational conditions in which employees perform their job duties (Marianto, 2021). it encompasses various aspects that can affect employee well being productivity, and satisfaction.

A good work environment for employee performance aims to create conditions that support and maximize employee potential, so that employees can work optimally and productively (Kusuma et al., 2019). Overall, the goal of creating a good work environment is to ensure that employees can work in optimal conditions, feel appreciated and supported, so as to achieve maximum performance and contribute positively to the success of the organization (Swid, 2016).

e. Framework



Methodology

This research uses quantitative research based on the philosophy of positivism. Quantitative research is a systematic investigation that focuses primarily on measuring relationships, behavior or phenomena and analyzing data using statistical techniques (Dhall, 2019). The main goal of quantitative research is to develop and use hypothetical models and theories related to phenomena. This method is widely used in various fields such as social sciences, health sciences, education and market research. To determine the number of respondents in the research, the population in the research must first be determined. Population refers to a group of subjects with specific qualities that are studied to draw conclusions. In this study, the population consisted of 70 employees from PTPN VII Bandar Lampung. The sample is part of the number and characteristics of the population. According to Arikunto (2021), if the population is less than 100 people then the entire sample is taken, but if the population is more than 100 people then 10-15% or 20-25% of the total population can be taken. The author studied 100% of the population at PTPN VII Bandar Lampung, totaling 70 respondents.

This research uses a questionnaire for data collection, giving respondents a series of questions. Measurements were taken using a Likert scale. Validity and reliability tests ensured data quality. Data analysis included multiple linear analysis, a coefficient of determination test, and hypothesis testing.

Result And Discussion

a. Validity Test

A questionnaire is considered valid if it accurately measures what it is intended to measure. Validity refers to how well a measuring instrument fulfills its purpose in assessing specific concepts or attributes. Validity measurement uses the Pearson product moment formula. Validity test measurement, namely if $r_{count} > r_{table}$ then it can be said to be valid with a probability (sig) < 0.05 .

Tabel 1. Validity Test Result Work Motivation (X_1)

Statement	r _{count}	r _{table}	Conclusion
1	0,590	0, 2352	Valid
2	0, 347	0, 2352	Valid
3	0, 300	0, 2352	Valid
4	0, 590	0, 2352	Valid
5	0,347	0, 2352	Valid
6	0,300	0, 2352	Valid
7	0,989	0, 2352	Valid
8	0, 906	0, 2352	Valid

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9	0, 812	0, 2352	Valid
10	0,897	0, 2352	Valid

Source: Data Processed, 2024

Tabel 2. Validity Test Resut Work Conflict (X_2)

Statement	rcount	rtable	Conclusion
1	0,596	0, 2352	Valid
2	0, 331	0, 2352	Valid
3	0, 347	0, 2352	Valid
4	0, 328	0, 2352	Valid
5	0,328	0, 2352	Valid
6	0,897	0, 2352	Valid
7	0,596	0, 2352	Valid
8	0, 631	0, 2352	Valid
9	0, 747	0, 2352	Valid
10	0, 618	0, 2352	Valid

Source: Data Processed, 2024

Tabel 3. Validity Test Resut Work Environment (X_3)

Statement	rcount	rtable	Conclusion
1	0,696	0, 2352	Valid
2	0, 631	0, 2352	Valid
3	0, 507	0, 2352	Valid
4	0, 528	0, 2352	Valid
5	0,428	0, 2352	Valid
6	0,497	0, 2352	Valid
7	0,796	0, 2352	Valid
8	0, 531	0, 2352	Valid
9	0, 647	0, 2352	Valid
10	0, 510	0, 2352	Valid

Source: Data Processed, 2024

Tabel 4. Validity Test Resut Employee Perfomance (Y)

Statement	rcount	rtable	Conclusion
1	0,590	0, 2352	Valid
2	0, 347	0, 2352	Valid
3	0, 989	0, 2352	Valid
4	0, 328	0, 2352	Valid

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5	0,318	0, 2352	Valid
6	0,415	0, 2352	Valid
7	0,404	0, 2352	Valid
8	0, 554	0, 2352	Valid
9	0, 458	0, 2352	Valid
10	0, 672	0, 2352	Valid

Source: Data Processed, 2024

The validity test results show that the variables of work motivation, work conflict, work environment, and employee performance all have $r_{count} > r_{table}$. Therefore, all instruments for these variables are declared "Valid."

Reliability Test

A questionnaire can be said to be reliable if the measuring instrument produces consistent results when used under the same conditions on various occasions. In this research, reliability testing was carried out using the Cronbach Alpha Formula technique and using the SPSS (Statistical Program and Service Solution) program.

Table 5. Reliability test results

Variable	Coefficient <i>Alpha Chronbach</i>	Coefficient <i>r</i>	Conclusion
Work Motivation	0,920	0,8000-0,9999	High Reliability
Work Conflict	0,885	0,8000-0,9999	High Reliability
Work Environment	0.840	0,8000-0,9999	High Reliability
Employee Performance	0,783	0,6000-0,8000	Moderate reliability

Source: Processed Data, 2024

The results of the reliability test table for the work motivation variable (X1) have a Cronbach alpha value of 0.920 with a high level of reliability, the work conflict variable (X2) Cronbach alpha is 0.885 with a high level of reliability, the work environment variable (X3) Cronbach alpha is 0.840 with a reliable level high and the employee performance variable (Y) Cronbach alpha is 0.783 with a moderate level of reliability.

b. Multiple Linier Regresson Analysis

Multiple linear analysis is used to understand the relationship between one dependent (dependent) variable and two or more independent variables which are then interpreted. Calculation results using multiple linear regression analysis using the SPSS calculation tool.

Tabel 6. Multiple Linear Regression Test Result

Model	B	Std. Error
(Constant)	6,983	3,000
Work Motivation	1,751	0,197
Work Conflict	-0,702	0,231
Work Environment	0,584	0,157
R (Correlation)		0,855
R Square (Determination)		0,731

Source: Processed Data, 2024

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$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

$$Y = 6,983 + 1,751X_1 + -0,702X_2 + 0,584X_3$$

- a** : The constant value of 6.983 is a constant when employee performance variables have not been influenced by other variables, namely work motivation variables (X_1), work conflict (X_2) and work environment (X_3).
- b_1X_1** : If the work motivation variable increases by 1 unit, performance will increase by 1.751 units. This means that the higher the work motivation, the higher the employee's performance.
- b_2X_2** : If the work conflict variable decreases by 1 unit, performance will increase by 0.702 one unit. This means that the lower the work conflict, the better employee performance will be..
- b_3X_3** : If the work environment increases by one unit, performance will increase by 0.584 one unit. This means that the higher the work environment, the higher the employee performance.

c. Coefficient of Determination (R^2) Test

The Coefficient of Determination (R^2) measures how well the model explains variations in the dependent variable.

Table 7. Coefficient of Determination (R^2)

Variabel	R	R Square
Work Motivasi, Work Motivation, Work Environment	0,855 ^a	0,731

Source: Processed Data, 2022

The calculated value is $R^2 = 0.731$, or 73.1%. This indicates that work motivation, work conflict, and work environment account for 73.1% of the performance of PTPN VII Bandar Lampung employees. The remaining 26.9% is influenced by other factors not included in this research.

d. Hypothesis Test

This test is used to show whether an independent variable individually has an effect on the dependent variable. The test criteria use significance (α) = 0.05. if $t_{count} > t_{table}$ and $sig < 0.05$ then there is an influence between the independent variables partially on the dependent variable.

- The t-test for the work motivation variable shows that $t_{count} = 8.905$, which is greater than $t_{table} = 1.660$. This indicates a positive influence of work motivation on the performance of PTPN VII Bandar Lampung employees.
- The t-test for the work conflict variable shows $t_{count} = -3.040$, which is less than $t_{table} = 1.660$, with a sig value of 0.0003. This indicates a negative influence of work conflict on the performance of PTPN VII Bandar Lampung employees.
- The t-test for work environment variables shows $t_{count} = 2.145$, greater than 1.660, with a sig value of 0.031. This indicates a positive influence of the work environment on the performance of PTPN VII Bandar Lampung employees.

Conclusions and Recommendation

a. Conclusion

- There is a positive and significant influence between work motivation variables and employee performance at PTPN VII Bandar Lampung

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- b) There is a negative influence between the work conflict variable and the performance of PTPN VII Bandar Lampung employees
- c) There is a positive influence between work environment variables and the performance of PTPN VII Bandar Lampung employees.

b. Recommendation

- a) The suggestions given to PTPN VII Bandar Lampung are expected by the leadership of PTPN VII Bandar Lampung to further increase work motivation which can improve employee performance. Work motivation is an important and useful thing in maintaining harmonious relationships and minimizing the occurrence of misunderstandings between fellow employees or superiors and employees. The leadership at PTPN VII Bandar Lampung is expected to minimize work conflicts that occur in the company because work conflicts cannot be avoided and are an integral part of the change process. The leadership of PTPN VII Bandar Lampung is expected to improve employee performance because a conducive work environment will provide employee work enthusiasm to achieve high employee performance.
- b) It is hoped that this further research can become the basis of literature for future researchers who will discuss work motivation, work conflict and the work environment on employee performance. Future researchers are also expected to add variables and samples used so that research results can develop further and be more perfect.

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