

# The Influence of Work Conflict and Career Development on Employee Performance at the Koto Parik Gadang Diateh District Office

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Article History	Submitted	Revised	Accepted
	2024-10-31	2023-11-17	2024-11-26

## Abstract

This study discusses the influence of work conflict career development on employee performance at the Koto Parik Gadang Diateh District Office. The method used is descriptive causative. The sampling technique uses a questionnaire method with a sample of 30 respondents with a saturated sampling technique and who are employees at the KPGD district office. Data analysis uses Multiple Linear Regression Analysis with the SPSS for the Windows 23 computer program. This study aims to (1) determine the description of work conflict, career development, and employee performance at the KPGD district office. (2) To determine the influence of work conflict on employee performance at the KPGD district office. (3) To determine career development on employee performance at the KPGD district office. (4) To determine the influence of work conflict and career development on employee performance at the KPGD district office. The study results show that: (1) Work conflict has an average score of 122.6, and its TCR is 81.73% and is inae excellent category. Career development has an average score of 108.1 and a TCR of 72.07% in the pretty good category. Performance has an average score of 124.3 and a TCR of 82.86% in the excellent category. (2) Work conflict has a significant effect on the performance of KPGD sub-district office employees; the t-count value is 10.02,5, the t-table is 2.048 (t-count>t-table), and the sig count is 0.000<0.05, meaning H0 is rejected.

**Keywords:** Work Conflict, Career Development, Performance



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## INTRODUCTION

Employees are essential human resources in an organization or company to help achieve its goals. Without their role, the organization will not run well. The management of human elements in an organization can be seen in how work conflicts and career development affect the employees' performance. The success of national development cannot be separated from the role and function of government organizations that carry out government tasks. Sinambela (2016) For this definition, employee performance refers to the capacity of employees to carry out particular abilities. Employee performance is critical because it will determine whether or not the employee can carry out the responsibilities assigned to them. It is possible to observe employee performance outcomes in terms of quality, quantity, working time, and cooperation to accomplish the organization's objectives. Many studies have been conducted in recent years to examine the connection between workplace conflict and its impact on performance (Maryani & Gazali, 2024).

Employees and leaders are the media to work together to achieve organizational goals, even though each individual has differences of interest. These differences often cause conflict between two or more employees because they have different mindsets when carrying out their roles and duties. According to Mangkunegara (2011). Work conflict occurs between what a person expects of himself, others, and organizations and the reality of what is expected. Work conflict can also reduce employee performance (Huo & Jiang, 2023).

Conflicts that occur in an organization will generally have an impact on the work atmosphere, especially employee performance (Peng, Park, Su, & Ma, 2023). Therefore, there needs to be management and solidity in working together to create an atmosphere that does not cause division between employees by the organization itself. Likewise, in the world of work, especially in government, solidarity in working together is critical to create a pleasant atmosphere so there is no dispute and to maintain brotherhood between employees. The higher the level of conflict experienced, the lower the employee's performance will be (Kurniawan & Dewanti, 2023). Likewise, if the conflict experienced is lower, employee performance will be higher. In addition to a work conflict, there is another factor, namely career development, because the existence of work conflict will affect the employee's career development; in addition to work conflict, career development also affects performance.

Career development is a significant journey because with hard work in the office to develop their careers, employees can occupy appropriate positions that match their competencies and qualifications. Therefore, the leadership must make career development a serious concern for mutual interests and progress. According to Marwansyah (2014) career development is self-development activities a person undertakes to realize his career plans.

Researchers also found problems of work conflicts and career development in the Koto Parik Gadang Diateh District Office that the leadership has not maximized; there are high groups that are not allowed to have a career. As a result, it can have an impact on the performance of these employees. The unclear career development system is one of the problems complained about by some employees at the Koto Parik Gadang Diateh (KPGD) District Office for the placement of employees in positions has not shown harmony; researchers also found communication errors and differences in goals between employees, which resulted in work conflicts and weakened

interpersonal relationships, the emergence of angry attitudes. The impact that occurs is that work activities can be disrupted, and as a result, it will affect the performance of employees (Rialmi & Patoni, 2020).

One is miscommunication in budget funds, space, procurement of materials, personnel, and other supporting services; the many bad relationships between co-workers can also make workers feel stressed, and misunderstandings between superiors and subordinates. However, the conflict also positively impacts increasing internal integration and solidarity; as a valuable experience, leaders are more careful in making decisions, giving birth to creative individuals, and creating an attitude of tolerance. These two phenomena, namely, the lack of clarity in career development and work conflicts, result in less-than-optimal employee work.

## **LITERATURE REVIEW**

### **Work Conflict**

Conflict at work is a phenomenon that emerges in an organizational setting as a result of perceived individual incompatibility, which in turn produces stress and disagreements (Kılıç, 2023). In general, conflict is a consequence of a person's response to what he or she perceives about a situation or another person's behavior (Luthans, 2010). In the context of human connections, whether intrapersonal or interpersonal, conflict can be defined as a dispute that arises between one party and another to pursue a common objective. The existence of disparities in interests, emotions, psychology, and ideals will inevitably lead to potential conflict (Huo & Jiang, 2023; Sari, 2015).

Conflict is a typical scenario in every society since it is caused by introducing individual traits into social interaction. However, no society has ever experienced conflict between its members or with other social groupings; conflict will only disappear along with the demise of civilization itself. According to Winardi (2007) conflict is a situation in which two or more people desire goals that they perceive can be achieved by one of them. According to this concept, people encounter many different types of conflicts in companies. These conflicts include inconsistencies in goals, variations in how facts are interpreted, disagreements generated by behavioral expectations. However, conflict must be distinguished from rivalry or competition because competition includes actions taken by certain people to achieve their desired goals by causing others to fail to achieve their goals.

Based on the above understanding, it can be concluded that conflict begins when one party is made unhappy by another party about something that the first party considers essential. Conflict in organizations occurs in various forms and patterns, which hinders individual relationships with groups due to differences in perception, communication barriers, and multiple activities that are not appropriate; latent conflicts, if they develop, can endanger the organization or company.

### **Career Development**

Career development is the process of planning for an employee to take a position in the government or organization that will be implemented in the future. Career development is a roadmap and activity (Effendy & Gopar, 2024). It was further explained that employees who

work in government and business organizations hope that career development for employees is necessary because employees expect change, progress, and opportunities given to them to advance to higher and better levels.

According to Robbins & Judge (2017), career development is an activity that employees participate in to assist them in planning their future careers. This is done to ensure that both the organization and the employees involved may develop themselves to the fullest extent possible.

By the definition of career development stated by Nawawi (2005), the progression of a person's career can be thought of as a succession of positions or positions they hold throughout a particular period. Based on this definition, the position that a person holds inside an organization or company setting is considered part of a sequence of roles that the worker has held throughout his or her life. From one point of view, a career can be defined as a sequence of jobs someone does throughout their lifetime. This is an objective career. When viewed from a different angle, a profession can be characterized as a subjective career because it encompasses changes in a person's values, attitudes, and motives as they progress through life.

An employee's career development is determined by his/her performance, although in a promotion to occupy a particular position, some base it on who is known to provide employee feedback on his/her work performance. The HR department develops formal work procedures. This will allow the employee to adjust his/her work performance and career development opportunities to meet the company's future needs and its employees' desires.

## **Performance**

As is known, a company as a form of organization can survive because of the people or resources that drive it. The human resources that drive the company are people who are followers or actors. The achievement of the company's goals is only possible because of the efforts of the actors in the company concerned, so the good or bad of their performance is a factor that influences the company's success (Batubara, 2022). Employees' good or bad performance can be seen from the extent to which they can complete the authority and responsibility delegated to them in achieving previously determined goals.

According to Sinambela (2016) this explains how performance is a manifestation of the balance theory, which asserts that a person will perform at their highest level if given rewards. The stimulation that he provides in his work is both fair and reasonable. Performance is a record of the results of certain job functions or activities within a specific period (Robbins & Judge, 2017). Since humans essentially run organizations, performance is human behavior within the organization that meets established behavioral standards to achieve desired results.

Based on the above opinion, it can be concluded that performance is an ability possessed by a person to complete a task that has been given by a superior so that it is finished with the ability, willingness, and skills possessed by a person. At the same time, employee performance is the final result of employee work that is maximized to achieve the goals and objectives of the organization for the sake of progress and achieving the organization's ideals. To motivate individual employees to achieve organizational goals and meet behavioral standards, it is necessary to conduct a performance assessment so that it can produce the results desired by the

organization; performance assessment can be used to suppress behavior that is not chosen through timely performance feedback and the provision of awards, both intrinsic and extrinsic.

## METHOD

A descriptive causal study is the type of research discussed here. In particular, research aims to ascertain the description of two or more factors and their influence. According to Sugiyono (2019) this research method is founded on the concept of positivisme, which is utilized to research specific populations and samples, data collecting through the utilization of research equipment, and quantitative data analysis to test the hypothesis that has been created. This aims to investigate how the independent factors, namely career growth and work conflict, impact the dependent variable, which is considered employee performance.

Given that the total number of participants in the study is already known with absolute certainty, the population being investigated is a limited population. All personnel working at the Koto Parik Gadang Diateh Sub-district Office are included in this study's population, including the head of the sub-district. Questionnaires, observations, and documentation were the data collection methods utilized in this investigation (Sekaran & Bougie, 2016). Questionnaires are an effective method for collecting data, provided that the researcher is aware of the variables that will be measured and the responses that they can anticipate from respondents (Sugiyono, 2019). Multiple linear regression analysis was utilized in this study, and the program that was used was SPSS.

## ANALYSIS AND DISCUSSION

### Respondent Description

The study's respondents were 30 people, consisting of the Sub-district Head and all staff employees of Koto Parik Gadang Diateh. The characteristics of the study are age, gender, and education. The following will discuss the demographic classification conditions of the respondents.

**Table 1.** Respondent Description

Respondent identity	Category	Total	Percentage
Age	20-30 years	1	4
	31-40 years	15	50
	≥41 years	14	46
	<b>Total</b>	30	100
Gender	Male	16	54
	Female	14	46
	<b>Total</b>	30	100
Education	Master's degree	1	4
	Bachelor's degree	13	54
	Associate Degree (DII)	1	4
	Senior High School	9	38
	<b>Total</b>	30	100

Source: Primary data processed, 2023

As can be seen in Table 1 above, the respondents in this study were within the age range of 20-30 years old, with as many as one person or 4% of the total, those between 31-40 years old, with as many as 15 people or 50%, and those aged 41 years old, with as many as 14 people or 46% of the total. This study had 16 male respondents, which accounts for 54% of the total, while there were 14 female respondents, which accounts for 46%. This demonstrates that male respondents have more assertiveness than female respondents. It is also possible to observe that the respondents in this study had a master's degree education background of one individual, which accounts for 4% of the total, a bachelor's degree education background of thirteen individuals, which accounts for 54%, and an associate degree (DII) education background of one individual, which accounts for 4%. The respondents' most recent educational background was high senior high school, which accounts for 38% of the total.

### Validity and Reliability Test

To determine whether or not a questionnaire is legitimate, this research makes use of a validity test. Validity can be measured using Pearson correlation, which involves carrying out a bivariate correlation between the scores of each question indicator and the overall construct. This is done by demonstrating significant results, defined as being below 0.05 or 5% (Ghozali, 2018). Validity is determined by determining whether or not each question indicator has a significance level lower than 0.05. After conducting a trial with thirty participants, the researcher applied the formula  $(df) = n - 2$ , which resulted in the value of 28 being produced as the  $r$  table. The value achieved was 0.361. The findings of the validity test of the work conflict, career development, and performance variables indicate that these variables have a significance value lower than 0.05 and that the calculated  $r$  is higher than the  $r$  table value of 0.361. This shows that all indicators of this research variable can be considered valid.

**Table 2.** Reliability Test

Variable	Cronbach's Alpha	Information
Work Conflict	0.889	Reliabel
Career Development	0.993	Reliabel
Performance	0.882	Reliabel

Source: Primary data processed, 2023

According to the data shown in Table 2, Cronbach's Alpha value for the work conflict variable is 0.889, the value for career growth is 0.933, and the value for employee performance is 0.882 percent. Therefore, it is possible to conclude that the questions contained in this questionnaire are trustworthy because Cronbach's Alpha value is more than 0.70.

### Coefficient of Determination ( $R^2$ )

The coefficient of determination ( $R^2$ ) measures how far the model can explain the dependent variable's variation. The coefficient of determination value is between zero and one. A small  $R^2$  value means that the ability of the independent variables to explain the variation of the dependent variable is minimal. A value approaching one means that the independent variables provide almost all the information needed to predict the dependent variable. The value of  $R$  square is 0.834. The value of  $R$  Square is 0.834; this means that variations in work conflict and career

development can explain 83.4% of the variation in employee performance. The rest (100% - 83.4% = 16.6%) are explained by other causes outside the model. The Standard Error of Estimate (SEE) is 1.565. The smaller the SEE value, the more accurate the regression model predicts the dependent variable.

**Result of t-Test (Partial Test)**

The purpose of the t-test is to determine, at least in part, the extent to which the independent variable impacts the dependent variable. If the symbol t is more significant than 0.05, then the null hypothesis (H0) is accepted. If the value of sig t is less than 0.05, then the null hypothesis (H0) is rejected. According to Ghozali (2018), if the null hypothesis (H0) is rejected, it indicates a substantial association between the independent and dependent variables. When it comes to this particular investigation, the t-test yielded the following results:

**Table 3.** Multiple Linear Regression Test

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	6,870	3,546		1,937	,066
	x1	,800	,080	,898	10,025	,000
	x2	,049	,050	,089	,989	,334

a. Dependent Variable: y

Source: Primary data processed, 2023

The t-test is used to see the magnitude of the influence of motivation and discipline variables on the performance variables of the Nagari apparatus individually (partially). Based on the calculation results in Table 3, X1 is obtained at the research figure of 10.025 > t table of 2.048. This means that it can be concluded that the work conflict variable significantly affects the performance of KPGD sub-district office employees. Meanwhile, for X2, the magnitude of the research is essential. The calculation results above obtained a research t figure of 989. So, it can be concluded that the career development variables do not significantly affect employee performance at KPGD.

**F Test Results (Simultaneous Test)**

To determine whether the hypothesis is accepted or rejected, the F test compares the level of significance (alpha) of 5% (0.05) to determine whether or not all of the independent variables included in the model simultaneously influence the dependent variable. If, on the other hand, the F probability value is lower than the threshold of 0.05, it is possible to assert that the independent variables have a combined impact on the variable that is being studied (the dependent variable) (Ghozali, 2018).

**Table 4.** F Test

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	259,184	2	129,592	52,904	,000 <sup>b</sup>
	Residual	51,441	21	2,450		
	Total	310,625	23			

a. Dependent Variable: y

b. Predictors: (Constant), x2, x1

Source: Primary data processed, 2023

Based on the results of the calculations presented in Table 4 of the F test, it is possible to observe that the F value computed is 52.904. As a result, the F count is greater than the F table value of 3.37, and the significant value is 0.000, which is less than the threshold of 0.05. At KPGD, it is possible to conclude that the factors of work conflict (X1) and career development (X2) simultaneously have a substantial effect on employee performance (Y).

## CONCLUSION

1. The results of the t-test analysis demonstrate that work conflict significantly impacts the performance of sub-district office employees at KPGD. It is known that the calculated t value obtained is 10.025, and the t table is 2.048 (calculated  $t > t$  table). Additionally, the sig count is 0.000, less than the significance level of 0.05. This indicates that work conflict significantly impacts the performance of sub-district office employees at KPGD.
2. The findings of the t-test analysis demonstrate that career development does not significantly impact the performance of employees working in sub-district offices at KPGD. It is known that the calculated t value achieved is 0.989, and the t table is 2.048 (calculated  $< t$  table). Additionally, the sig count is 0.334, which is greater than 0.05. This indicates that the null hypothesis (H0) is accepted; this demonstrates that the performance of employees working in sub-district offices at KPGD is not significantly affected by career development programs.
3. The first test result of the analysis of variance, also known as the F test, can be summarized as follows: the research F number is  $52.904 >$  table of 3.37 1. This indicates that the performance of employees working in sub-district offices at KPGD is highly impacted by the presence of work conflicts and the advancement of their careers.

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