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***The Effect of Work Stress, Work Conflict, and Work Environment on Work Productivity  
Case Study on Project Design and Project Build at Interior Design Company in Bandung***

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**ABSTRACT**

*This study aims to find out how the influence of work stress, work conflicts and work environment on the work productivity of employees at Perusahaan Interior Design Bandung. The problem that occurs is employees who cannot be avoided from stress and conflicts in their work environment so that it has an impact on their work productivity. The method used in this study is the Multiple Regression method with a descriptive and verifiable research approach. The sampling technique used a census so that a research sample of 30 employees was obtained. Data collection techniques use interviews, observations, questionnaires and documentation. By using IBM SPSS 25.0 program software. The results of this study prove that work stress, work conflicts, work environment and work productivity in the criteria are quite good, Partially and simultaneously work stress and work conflicts have a significant negative effect on the work productivity of employees at Interior Design Company in Bandung.*

**ABSTRAK**

Penelitian ini bertujuan untuk mengetahui bagaimana Pengaruh Stres Kerja, Konflik Kerja Dan Lingkungan Kerja Terhadap Produktivitas Kerja Karyawan (Studi Kasus Karyawan Divisi Project Design Dan Project Build Pada Perusahaan Interior Design Bandung). Masalah yang terjadi adalah karyawan yang tidak dapat terhindar dari stres dan konflik pada lingkungan kerjanya sehingga berdampak kepada produktivitas kerja mereka. Metode yang digunakan dalam penelitian ini adalah metode Regresi Berganda dengan pendekatan penelitian

deskriptif dan verifikatif. Teknik pengambilan sampel menggunakan sensus sehingga diperoleh sampel penelitian 30 orang karyawan. Teknik pengumpulan data menggunakan wawancara, observasi, kuesioner dan dokumentasi. Dengan menggunakan software program IBM SPSS 25.0. Hasil penelitian ini membuktikan bahwa stres kerja, konflik kerja, lingkungan kerja dan produktivitas kerja dalam kriteria cukup baik, Secara parsial maupun simultan stres kerja dan konflik kerja berpengaruh negatif signifikan terhadap produktivitas kerja karyawan Perusahaan Interior Design di Bandung Sedangkan lingkungan kerja berpengaruh positif signifikan terhadap produktivitas kerja karyawan Perusahaan Interior Design di Bandung

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## 1. INTRODUCTION

The development of the era that is increasingly visible changes where in the present era people are required to face the era of digitalization, an era where almost all work activities can be easily accessed and carried out through devices to do the work itself to interior design services though. Especially in this pandemic era, we as living beings are greatly helped by the development of an era like this without having to go to the service place and the interior design process can be done online to maximize the budget. Interior design services themselves can help in designing a place and decorating according to customer wishes with a maximized budget.

In a company, it must have a vision, mission and goals designed for the progress of the company such as company strategy, procedures, methods and other rules as the company was formed. And in this objective also the interpreted differs between individuals with individuals, individuals with groups, as well as groups with groups. Hi this is also one of the triggers for conflict in a company. Conflict itself is a discrepancy between individuals or groups in a company where it must divide limited resources or work activities or perhaps even with differences of opinion and goals that can cause the conflict itself.

Stress and work conflicts can also affect employees and employee work productivity and become very important things for the development of a company in the future. If you pay close attention, the work productivity of a good employee always contributes in any case to his company, and the employee's own work productivity can be judged from the results of the employee's work whether it is in accordance with what the company or the customer expects and both parties benefit from what the employee does so that the employee is considered to make a positive contribution to the company.

Differences in employee backgrounds and excessive workload make differences in expectations, this is what makes there are two roles and results in conflicts in work. If this continues to happen, it is not uncommon for employees to feel pressure in their work or

the onset of stress, this stress that can affect employee work productivity. Work stress is an adverse reaction that people have to the excessive pressure placed on them from an incredible demand, obstacle or opportunity (Robbins and Judge, 2016). Work conflicts in a company often occur when the relationship between employees or with superiors arises so that discomfort or pressure arises from circumstances that make employee work productivity reduced. Almost every condition of various jobs can cause Stress depending on the reaction of the employee and it can be concluded that Work stress is a person's reaction in accepting a problem that occurs to himself and how that person processes problems where a person's reaction affects one's emotions, conditions and thought processes (Roosalina, *et al.* 2015).

Not only stress and conflict, the work environment can also affect employee work productivity. The employee's work environment is one of the factors in the company that can indirectly affect the work productivity of employees both physically and non-physically. The work environment is an environment where employees carry out their work activities every day (Mardiana in Rizal, 2020). With a conducive and adequate environment, its employees will have a good impact on employees to work more optimally. Not only does it have a good impact, the work environment can also have a bad impact if the company does not pay attention to what employees need either physically such as adequate facilities, strategic locations of public transportation, or non-physical ones such as relationships between employees and employees, and employees with superiors can run smoothly.

In the interior design company itself a great many activities within the company are influenced by its employees. Many efforts are made by the human resources department in empowering employees to improve the quality of employees and the company itself, which turns out that employees have difficulty in communicating about the delivery of information and making it stressful until conflicts occur to employees, making them unproductive in carrying out daily work. Employees themselves are company assets and their role is very valuable for the company and supports the company's goals that make employees need to be managed and paid attention to better physically and spiritually in order to make a positive contribution to the progress of the company.

## **2. LITERATUR REVIEW**

According to Sutrisno in Wibowo (2018), productivity is the relationship between the results issued in the form of products and services with inputs such as employees, resources, raw materials and money. And the work productivity of employees can also be considered from the quantity and quality of work produced by employees and become a consideration of the cost of resources to achieve work. (Hanaysha, 2016).

There are many things that can affect work productivity including work stress, work conflicts and the work environment. Stress itself is a condition in which individuals experience clashes with the opportunities, demands and resources associated with which



they want with results that are seen as uncertain and important (Robbins and Judge, 2016). Stress is also something that can be understood or understood as an individual's situation facing a job where the work cannot or cannot be understood and reached by his abilities. (Pranoto, *et al.* 2016). To measure work stress using indicators according to Robbins and Judge (2016) including task demands, role demands, interpersonal demands, and organizational structure. This is supported by research conducted by Syafei and Wiranatawa (2022) which found that work stress affects employee work productivity.

According to Budiarti, *et al.* (2018), conflict is the process of interaction of opinions that contradict each other which results in a dispute between the opposing parties and will become severe if one of the opposing parties does not relent. In measuring work conflicts, it is measured using indicators according to Robbins and Judge (2016) including communication, structure, and personal factors. This is supported by research conducted by Wibowo and Listen. (2020) which found that work conflicts affect employee work productivity.

According to Sedarmayanti in Rizal (2020) the work environment is the entirety of tools and materials faced by the surrounding environment where a person performs work with his work method and recognition and work both as an individual and a group. The measurement of the work environment uses indicators according to Sedarmayanti in Rizal (2020) including light lighting, air temperature, cleanliness of color use, safety, working hours, work relationships between subordinates and superiors, and work relationships between colleagues. This is supported by research conducted by Wahyuni (2018) which found that the work environment affects employee work productivity.

### **3. RESEARCH METHODS**

This study used descriptive and verifiable methods. The population in this study was employees of the technician department at Interior Design Company in Bandung, the sample used in this study is a purposive sampling technique where this technique determines the sample by considering various characteristics used in the study. The analysis method used is a multiple linear regression equation using the Spss V25 application.

## 4. RESULTS AND DISCUSSION

### Test of Classical Assumptions

#### Normality Test

**Table 1 Normality Test**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		30
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.71235432
Most Extreme Differences	Absolute	.093
	Positive	.081
	Negative	-.093
Test Statistic		.093
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

Source : Data processed by researchers (2022)

Based on table 1 above, a significance result (pvalue) of 0.200 was obtained, due to the result of  $0.200 > 0.05$  where the significance value (Asymp. Sig, (2-tailed)) is greater than 0.05 so it can be concluded that the data is normally distributed in other words the assumption of data normality is met.

#### Multicholinerity Test

**Table 2 Multicholinerity Test**

Coefficients <sup>a</sup>			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Work Stress	.930	1.075
	Work Conflict	.572	1.748
	Work Environment	.581	1.722
a. Dependent Variable: Work Productivity			

Source : Data processed by researchers (2022)

Based on table 2 above, it can be seen that the tolerance value in each free variable has a value of  $>0.10$  and a Variance Inflation Factor (VIF) value of less than 10. From these results, it shows that the three free variables tested did not find a strong correlation, so it can be stated that the assumption of data multicollinearity is met.

## Heterochemedasticity Test

Table 3 Heterochemedasticity Test

Correlations						
			Stres Kerja	Konflik Kerja	Lingkungan Kerja	RES2
Spearman's rho	Work Stress	Correlation Coefficient	1.000	.136	-.027	-.083
		Sig. (1-tailed)	.	.236	.444	.331
		N	30	30	30	30
	Work Conflict	Correlation Coefficient	.136	1.000	.626**	.007
		Sig. (1-tailed)	.236	.	.000	.485
		N	30	30	30	30
	Work Environment	Correlation Coefficient	-.027	.626**	1.000	.074
		Sig. (1-tailed)	.444	.000	.	.349
		N	30	30	30	30
	RES2	Correlation Coefficient	-.083	.007	.074	1.000
		Sig. (1-tailed)	.331	.485	.349	.
		N	30	30	30	30

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Source : Data processed by researchers (2022)

Based on table 3, it can be seen that the significant values of each variable, X1 (Work Stress), X2 (Work Conflict), X3 (Work Environment) and Y (Work Productivity) above have a significance value of more than 0.05 so that it can be stated that there are heteroskedasticity problems in this study.

## Multiple Linear Regression

Table 4 Multiple Linear Regression

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.658	2.136		1.712	.099
	Work Stress	-.188	.063	-.182	-2.960	.006
	Work Conflict	-.259	.102	-.198	-2.531	.018
	Work Environment	.596	.045	1.024	13.160	.000

a. Dependent Variable: Produktivitas Kerja

Source : Data processed by researchers (2022)

Based on table 4, the regression equation can be taken, namely

$$Y = 3.658 + -0.188X_1 + -0.259X_2 + 0.596X_3 + e$$

Which can be interpreted a constant value of 3,658 means that if all independent variables, namely Work Stress, Work Conflict and Work Environment are worth 0 (zero) which means when there has been no change or things that cause work stress, work conflicts and

things that affect the work environment, then the productivity value will be worth 3,658 and the employee's work productivity has not changed. Work stress is valued at -0.188, which means that employees who experience inappropriate role demands, inappropriate tasks to organizational structures that do not run as they should will cause excessive work stress and cause work productivity to decrease by -0.188. Work conflict of -0.259, means that at work there is a conflict due to personal factors, communication that does not work as it should, and other factors that cause conflicts will cause excessive work conflicts and cause work productivity to decrease by -0.259. The work environment is valued at 0.596, which means that the work environment, both physical and non-physical, such as sufficient lighting of the workspace, good room temperature, relationships between colleagues and superiors are running well, it is predicted to increase work productivity by 0.596.

#### Correlation Analysis Partial Correlation of Work Stress to Work Productivity

**Table 5 Partial Correlation of Work Stress to Work Productivity**

Correlations			
		Work Stress	Work Productivity
Work Stress	Pearson Correlation	1	-.294
	Sig. (1-tailed)		.047
	N	30	30
Work Productivity	Pearson Correlation	-.294	1
	Sig. (1-tailed)	.057	
	N	30	30

Source : Data processed by researchers (2022)

Based on table 5 above, it can be seen that the correlation value obtained between work stress and work productivity is -0.294, it shows that the level of relationship between work stress and work productivity is at a low level of relationship and is not in the same direction.

#### Partial Correlation of Work Conflict to Work Productivity

**Table 6 Partial Correlation of Work Conflict to Work Productivity**

Correlations			
		Work Conflict	Work Productivity
Work Conflict	Pearson Correlation	1	.414*
	Sig. (1-tailed)		.012
	N	30	30
Work Productivity	Pearson Correlation	.414*	1
	Sig. (1-tailed)	.012	
	N	30	30

\*. Correlation is significant at the 0.05 level (1-tailed).

Source : Data processed by researchers (2022)

Based on table 6 above, it can be seen that the correlation value obtained between work conflict and productivity is 0.414, it shows that the level of relationship between work conflict and productivity is at the level of a moderate and unidirectional relationship.

#### Partial Correlation of The Work Environment to Work Productivity

**Table 7 Partial Correlation of Work Environment to Work Productivity**

Correlations			
		Work Environment	Work Productivity
Work Environment	Pearson Correlation	1	.915**
	Sig. (1-tailed)		.000
	N	30	30
Work Productivity	Pearson Correlation	.915**	1
	Sig. (1-tailed)	.000	
	N	30	30

\*\* . Correlation is significant at the 0.01 level (1-tailed).

Source : Data processed by researchers (2022)

Based on table 7 above, it can be seen that the correlation value obtained between the work environment and work productivity is 0.915, it shows that the level of relationship between the work environment and work productivity is at a very strong and unidirectional relationship level.

#### Simultaneous Correlation

**Table 8 Simultaneous Correlations**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 <sup>a</sup>	.909	.898	1.80845

a. Predictors: (Constant), Work Environment, Work Stress, Work Conflict

Source : Data processed by researchers (2022)

Based on the results of table 8 above, it can be seen that the correlation value obtained between the variables of work stress, work conflict and work environment with the variable of work productivity of 0.953, it shows that the level of relationship between the variables of work stress, work conflict and work environment with the variables of work productivity is at a very strong and unidirectional level of relationship.

## Partial Coefficient of Determination Analysis

**Table 9 Analysis of Partial Coefficients of Determination**

Model		Coefficients <sup>a</sup>							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	3.658	2.136		1.712	.099			
	Work Stress	-.188	.063	-.182	-2.960	.006	-.294	-.502	-.176
	Work Conflict	-.259	.102	-.198	-2.531	.018	.414	-.445	-.150
	Work Environment	.596	.045	1.024	13.160	.000	.915	.932	.780

a. Dependent Variable: **Work Productivity**

Source : Data processed by researchers (2022)

It can be seen in table 9 to get a calculation of the coefficient where the magnitude of the work stress variable contributes to the influence on the work productivity variable by 5.35%, the work conflict variable contributes to the influence on the work productivity variable by -8.20%, and the work environment variable has an influence on the work productivity variable by 93.7%

## Simultaneous Coefficient of Determination Analysis

**Table 10 Analysis of Simultaneous Coefficients of Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 <sup>a</sup>	.909	.898	1.80845

a. Predictors: (Constant), Lingkungan Kerja, Stres Kerja, Konflik Kerja

Source : Data processed by researchers (2022)

Based on table 10 above, the results of the simultaneous coefficient of determination were obtained which were shown with a Rsquare value of 0.909 or 90.9%, this shows that 90.9% of the contribution of the influence of work stress variables, work conflicts and work environment on work productivity variables, while the remaining 9.1% is a contribution from other variables outside this study.

## Hypothesis Testing

### Test T

**Table 11 Partial Hypothesis Test (t Test)**

Model		Coefficients <sup>a</sup>							
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
		B	Std. Error	Beta			Zero-order	Partial	Part
1	(Constant)	3.658	2.136		1.712	.099			
	Work Stress	-.188	.063	-.182	-2.960	.006	-.294	-.502	-.176

	Work Conflict	-.259	.102	-.198	-2.531	.018	.414	-.445	-.150
	Work Environment	.596	.045	1.024	13.160	.000	.915	.932	.780
a. Dependent Variable: Work Productivity									

Source : Data processed by researchers (2022)

It can be seen in table 11 of the hypothesis test on work stress on employee work productivity partially found a counting result of -2,960 with a significance of 0.006. Compared with the ttable value and probability of 5%, and due to the results of the calculation  $t > t_{table}$  (-2,960 > 2,045) and the significance of 0.006 < 0.05, it can be stated that partially work stress has a negative effect on employee work productivity at the Interior Design Company Bandung

Furthermore, in testing the work conflict hypothesis partially, a calculation result of -2,531 with a significance of 0.018 was found. Compared with the ttable value and probability of 5%, and due to the results of the calculation  $t > t_{table}$  (-2,531 > 2,045) and the significance of 0.018 < 0.05, it can be stated that partially work conflicts have a negative effect on employee work productivity at the Bandung Interior Design Company

As well as in testing the hypothesis of the work environment partially found a counting result of 13,160 with a significance of 0,000. Compared with the ttable value and probability of 5%, and due to the results of the calculation  $t > t_{table}$  (13,160 > 2,045) and the significance of 0.000 < 0.05, it can be stated that partially work conflicts have a positive effect on the work productivity of employees at the Interior Design Company Bandung

#### Partial Hypothesis Test (F Test)

**Table 12 Partial Hypothesis Test (Test f)**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	844.937	3	281.646	86.117	.000 <sup>b</sup>
	Residual	85.033	26	3.270		
	Total	929.970	29			

a. Dependent Variable: Produktivitas Kerja

Source : Data processed by researchers (2022)

It can be seen in table 12 that the result of f counting is 86,117 with a significance of 0.000. Furthermore, compared with the fable value and probability of 5%, due to the result of the fhitung  $> f_{table}$  (86.117 > 2.934) and the significance of 0.000 < 0.05, then  $H_0$  is rejected and  $H_a$  is accepted, so it can be stated that Work stress, work conflicts and work environment have a simultaneous significant effect on work productivity at the Interior Design Company This proves that work stress, work conflicts and the work environment have a crucial influence on employee work productivity which means that when work stress, work conflicts and work environment increase, the company's work productivity also increases and on the contrary, if work stress, work conflicts and the work environment decrease, the work productivity of the company will decrease..

## 5. CONCLUSIONS

1.
  - a) Work Stress in Interior Design Company in Bandung based on indicators of role demands, task demands, interpersonal demands and the overall organizational structure is quite good. The indicator with the highest score is at the level of interpersonal demands and the lowest indicator is in the organizational structure. Interpersonal demands that occur in Interior Design Company in Bandung is in the category of quite good.
  - b) Work Conflicts in Interior Design Company in Bandung based on indicators of communication, structure, and personal factors as a whole is quite good. The indicator with the highest score is at the level of communication and the lowest indicator is on the structure. The communication that occurs in Interior Design Company in Bandung is in the category of quite good.
  - c) Work Environment at Interior Design Company in Bandung based on indicators of light illumination, air temperature, cleanliness, color use, safety, working hours, working relationship between employers and superiors, and work relations between colleagues as a whole are quite good. The indicator with the highest score is at the level of labor relations between subordinates and superiors and the lowest indicator is on security. The relationship between subordinates and superiors that occurs in PT. Interior Design Indo Bandung is in the category of quite good.
  - d) Employee Work Productivity at Interior Design Company in Bandung based on indicators of the ability to complete tasks, improve work results, enthusiasm in work, self-development and overall quality are quite good. The indicator with the highest score is at the level of morale and the lowest indicator at the level of self-development. The spirit of work that occurs at Interior Design Company in Bandung is in the category of quite good
2. This study found that work stress has a significant negative effect on Employee Work Productivity at PT. Interior Design Indo Bandung with the amount of contribution influence is 5.35%
3. This study found that work conflicts have a significant negative effect on employee work productivity, there is PT. Interior Design Indo Bandung with the amount of contribution influence is -8.20%
4. This study found that the work environment has a significant positive effect on Employee Work Productivity at PT. Interior Design Indo Bandung with the amount of contribution of its influence is 93.7%.
5. This study found that Work Stress, Work Conflict and Work Environment have a significant positive effect on Employee Work Productivity at PT. Interior Design Indo Bandung with the amount of contribution influence is 90.9%.



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