

The Influence of Work Motivation, Work Conflict and Commitment to Employee Performance at PT. XYZ

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ABSTRACT:

This research is motivated by the problem of decreased employee performance at PT XYZ which is influenced by low work motivation, increased work conflict, and lack of employee commitment. This study aims to analyze the effect of work motivation, work conflict, and commitment on employee performance, both partially and simultaneously. A quantitative approach was used with an associative method, involving 60 respondents from the total population of company employees. Data were collected through questionnaires and analyzed using multiple linear regression to measure the relationship between variables. The results showed that partially, work motivation, work conflict, and commitment have a positive and significant influence on employee performance. Simultaneously, the three variables contributed 71.7% to performance, with the rest influenced by other factors outside the study. This study suggests that companies strengthen work motivation through reward programs, manage conflict constructively, and increase commitment through training and supportive policies.

Keywords: Work Motivation, Work Conflict, Commitment, Employee Performance

I. INTRODUCTION

Human resources are the most important asset for a company or organization. Human resources are valuable to a company because they are an important component in achieving the company's goals and running day-to-day operations. Human resources must have ability and potential to carry out the operations of an organization or company (Karmawan et al., 2015). Well- selected human resources ensure that the vision and mission of the organization can be implemented properly. Therefore, human resources should be the most important factor to be managed by a company or organization (Mahulae et al., 2024). Basically, the most important thing to achieve a maximum goal is to start from the thing that helps achieve it the most, namely human resources (HR). HR development or management must be carried out to create productive humans. With good HR management, an employee can easily face and complete their tasks (Mawarida et al., 2024).

The success of the organization is highly dependent on the effectiveness of human resources in carrying out the functions that have been set. Individuals in the organization act as the main planners, executors, and directors, with employee contributions directly affecting the achievement of organizational goals (Utama, 2022). Active participation and competence in carrying out duties and responsibilities are the main determining factors in determining the success or failure of the organization. In every organization, human resource management is of paramount importance to ensure that employee performance is effectively managed, regulated, and utilized to achieve organizational goals.

Employee performance is the assessment or measurement of how well a person performs the tasks, responsibilities, and roles that have been assigned to them in their workplace. These factors include productivity, quality of work, adaptability, teamwork, initiative, adherence to company policies, attendance levels, and how these factors contribute to the achievement of organizational goals. Employee performance is important information that needs to be conveyed to relevant parties to evaluate the extent to which an agency's results reflect the vision of the organization. In addition, it also helps in understanding the positive and negative impacts of operational policies implemented. With this information, the organization can assess the achievement of goals and the effects of decisions taken in daily operations (Hermawati et al., 2024). The quality of work and employee performance in a company are both influenced by the potential of each employee. However, employee performance cannot develop further without a system that allows employees to work for the company. If employees are high-performing, they can work well and form good work.

PT XYZ is a company engaged in cable products located in Sepatan, Tangerang Regency. PT XYZ was established in 1993. PT XYZ makes marine cables and the first to be certified by the Indonesian Classification Bureau (BKI) since 2003, this company has pocketed a special marine certificate, besides that it also makes non-marine cables. The need to understand the complex dynamics that influence employee performance in the context of the cable industry. The industry has unique challenges, where aspects such as work motivation, work conflict, and employee commitment are intertwined in shaping a productive work environment.

Table 1. Employee Performance Assessment of PT XYZ for the 2021-2023 Period

	2021			2022			2023		
	Weight (%)	Value Performance	Score (%)	Weight (%)	Value Performance	Score (%)	Weight (%)	Value Performance	Score (%)
1. Discipline	10	85	8,5	10	79	7,9	10	75	7,5
2. Responsibility	10	82	8,2	10	75	7,5	10	70	7
Answer									
3. Cooperation	10	80	8	10	78	7,8	10	76	7,6
4. Leadership	10	81	8,1	10	76	7,6	10	73	7,3
Work Result									
1. Quality of Work	20	82	16,	20	76	15,2	20	72	14,4
2. Quantity Work	20	80	16	20	78	15,6	20	75	15
3. Skills Work	20	83	16,6	20	80	16	20	80	16
Total	100		81,8	100		77,6	100		74,8

Source: PT XYZ (2023)

Based on Table 1. it can be seen that the most significant declines occurred in the aspects of Discipline, Responsibility, and Work Quality, with a clear and consistent decline in grades and performance scores from year to year. In contrast, the smallest decline was seen in Work Skills (Putriani et al., 2024), where there was no significant change from 2022 to 2023. This decline can be caused by several factors, such as declining motivation, increasing work conflicts (Santi et al., 2024), as well as a lack of commitment from PT XYZ employees.

This is in line with the results of interviews conducted with HRD PT PCM Kabel Indonesia, which states that the performance of employees has not been maximized. In addition, the low awareness of employees in complying with company regulations is also influenced by the absence of strict sanctions on violations, so that employee performance has not met company standards (Dwitanti et al., 2023). Based on the researcher's observations, low work motivation results in many employees being unable to utilize their knowledge effectively in the workplace, especially in solving problems and getting support from leaders. Frequent work conflicts due to miscommunication also have a negative impact on employee relations and productivity (Kamar et al., 2020)(Prameswari et al., 2020). Low commitment exacerbates this situation, where employees take less responsibility in completing tasks on time, which ultimately lowers overall performance effectiveness. Apart from the above phenomena, this study is also motivated by research gaps in previous studies. Based on a study conducted

Motivation Work has no effect on Employee Performance. Meanwhile, according to a study conducted Work Motivation has a positive and significant effect on Employee Performance. Work Conflict has no effect on Employee Performance. Meanwhile, Work Conflict has a positive and significant effect on Employee Performance. The study conducted by Alam and Nursiam (2020) Commitment has no effect on Employee Performance. Commitment has a positive and significant effect on Employee Performance. Therefore, this study was conducted to determine the effect of work motivation, work conflict, and commitment on employee performance at PT XYZ, both partially and simultaneously

II. METHODS

This study uses quantitative methods with an associative approach to analyze the effect of work motivation, work conflict, and organizational commitment on employee performance at PT XYZ. This method follows scientific principles, namely rational, systematic, and empirical, with the aim of collecting relevant data to understand the relationship between the variables studied. This study was conducted at PT XYZ located at Jl. Karet Raya, Mekar Jaya, Sepatan District, Tangerang Regency, from December to June 2024.

Study variables are divided into independent and dependent variables; independent variables include work motivation, work conflict, and organizational commitment, while the dependent variable is employee performance. Measurements were made using a Likert scale described in the operational table of variables and carried out through a questionnaire with closed statements (Sugiyono, 2017). The sampling technique used the probability random sampling method with a sample size of 60 respondents from a total population of 151 employees. Data were collected through observation, interviews, and questionnaires, then analyzed

descriptively to describe the data and test the hypothesis . Instrument validity was tested with Pearson's Product Moment correlation, while reliability was tested using Cronbach Alpha. Classical assumption tests were conducted to ensure normality, multicollinearity, and heteroscedasticity of the data so that multiple linear regression analysis could be conducted validly. The characteristics of respondents in this study who were sampled were:

- a. Employees who work PT XYZ
- b. Length of service is more than 1 year
- c. The sample can represent the rest of the population
- d. The last education taken by the sample is at least SMK / SMA
- e. Sample age above 25 years old

III. RESULTS

A. Align Validity & Reliability Test Results

The instrument validity test is used to measure the level of validity of question items or statements in a measuring instrument. Validity is tested by comparing the rcount value with rtable; if rcount is greater than rtable, the item is valid. The results of the validity test show that all statement items for the variables Work Motivation (X1), Work Conflict (X2), Commitment (X3), and Employee Performance (Y) have rcounts greater than rtable (0.361), so all statements are declared valid. The reliability test measures the consistency of the measurement results when carried out several times with the same tool. Reliability is tested using the Cronbach's Alpha formula, with the instrument considered reliable if the reliability coefficient is > 0.60 . Based on analysis using SPSS version 29, the Cronbach's Alpha coefficient for the variables Work Motivation (0.878), Work Conflict (0.869), Commitment (0.879), and Employee Performance (0.919) are all greater than 0.60, indicating that all statement items in the instrument are reliable.

B. Classical Assumption Test Results

1. Normality Test

Based on the results of the normality test, it is known that the Asymp.sig (2-tailed) value is 0.200, which means that the number is far greater than the significance of 0.05. So the data collected from the number of response declared normal distribution.

2. Heteroscedasticity Test

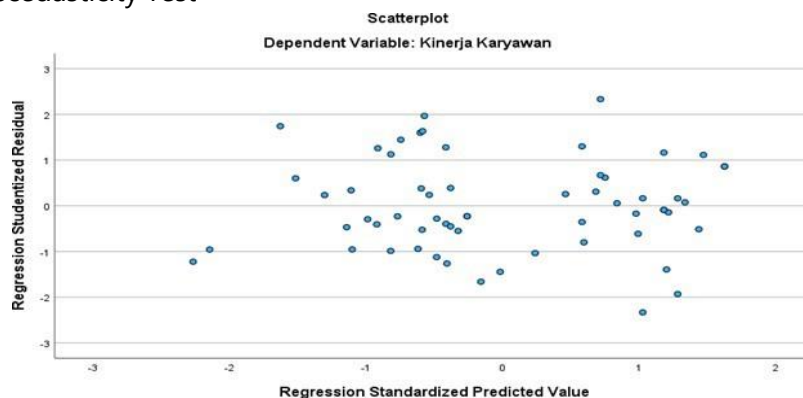


Figure 1. Graph 1. Hetercodeasticity Test

From the picture above, it can be seen that the dots spread above and below the number 0 on the Y axis, it can be concluded that there is no heteroscedasticity.

3. Multiple Linear Regression Analysis

Table 2. Multiple Regression Analysis Output

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.905	3.012		3.621	<.001
	Motivasi Kerja	.192	.097	.253	1.969	.054
	Konflik Kerja	.416	.125	.432	3.322	.002
	Komitmen	.133	.061	.241	2.188	.033

a. Dependent Variable: Kinerja Karyawan

Source: Data processed using SPSS 29 (2023)

Based on the above results obtained from the results of computerized data processing using the SPSS version 29 program, the multiple regression equation is obtained as follows:

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

$$Y = 10,905 + 0,192 X_1 + 0,416 X_2 + 0,133 X_3 + e$$

The constant value of 10.905 indicates that Employee Performance (Y) will be 10.905 if the independent variables, namely Work Motivation (X1), Work Conflict (X2), and Commitment (X3) do not exist or are zero. Meanwhile, the regression coefficient for the Work Motivation (X1) variable is 0.192, Work Conflict (X2) is 0.416, and Commitment (X3) is 0.133 on Employee Performance (Y). From the regression coefficient value, it can be concluded that the variable that has the most influence on Employee Performance (Y) is Work Conflict (X2) because it has the largest regression coefficient value of 0.416, compared to Work Motivation (X1) which is 0.192 and Commitment (X3) of 0.133.

Table 3 shows the results of hypothesis testing on the effect of independent variables, namely Work Motivation, Work Conflict, and Commitment, both partially and simultaneously, on Employee Performance at PT XYZ. The Thitung value for each variable is greater than Ttabel, and the significance is below 0.05, which indicates that Ha is accepted. Thus, there is a significant influence of Work Motivation, Conflict, and Commitment, both partially and simultaneously, on Employee Performance.

4. Determination Coefficient Test

Table 4. Output Results of the Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.855 ^a	.731	.717	2.445

a. Predictors: (Constant), Komitmen, Motivasi Kerja, Konflik Kerja

Source: Data processed using SPSS 29 (2023)

In table 4 above, the Adjusted R Square value is 0.717 and then multiplied by 100% according to the coefficient of determination test formula ($r^2 \times 100\%$), so that the result is 71.7%. Thus the contribution of Work Motivation, Work Conflict and Commitment to Employee Performance is 71.7% while the remaining 28.3% is influenced by other variables not examined.

IV. DISCUSSION

A. Effect of Work Motivation (X1) on Employee Performance (Y)

Motivation plays a crucial role in improving work performance. Without adequate motivation, employees may not be able to perform their tasks effectively. Motivation is an internal drive that comes from needs, desires, and determination that motivates individuals to exert their maximum effort and energy to achieve the desired goals. Studies conducted by Wiratna and Natasya (2022) Work Motivation has no effect on Employee Performance. Meanwhile, the results of this study are in line with a study conducted by Nesmi Seo (2020) The study results show that work motivation has a positive and significant effect on employee performance.

Work Motivation (X1) shows a strong relationship with Employee Performance (Y), with a correlation value of 0.784. The contribution of Work Motivation to Employee Performance reached 61.5%. Referring to the findings of the regression analysis, the model $Y = 16.990 + 0.596 X1$ is obtained, which means that every one unit increase in Work Motivation increases Employee Performance by 0.596 units. The hypothesis regarding the effect of Work Motivation on Employee Performance at PT XYZ is proven significant at the 95% confidence level, because the tcount value of 9.622 exceeds the ttable 2.003.

B. Effect of Work Conflict (X2) on Employee Performance (Y)

Work conflict is a difference in self-perception that causes conflicts of both ideas and interests that cause obstacles to the goals of company. Studies conducted by Wiratna and Natasya (2022) Work Conflict has no effect on Employee Performance. Meanwhile, the results of this study are in line with a study conducted by Saiful (2022) that Work Conflict has a positive effect on employee performance.

The effect of Work Conflict (X2) on Employee Performance (Y) is very significant, with a very strong level of relationship, namely a correlation of 0.818. This indicates that Work Conflict contributes 67% to changes in Employee Performance. The resulting regression model, $Y = 8.096 + 0.789 X2$, indicates that every one unit increase in Work Conflict has the potential to increase Employee Performance by 0.789. Therefore, the hypothesis claiming the influence of Work Conflict on Employee Performance at PT XYZ is accepted as significant at the 95% confidence level, because the tcount value of 10.840 exceeds the ttable 2.003.

C. Effect of Commitment (X3) on Employee Performance (Y)

Commitment is a strong attitude or agreement to remain loyal and responsible to a task, goal, promise, or relationship. It involves a person's perseverance, loyalty, and dedication in carrying out what they have agreed to, despite facing challenges or obstacles. Studies conducted by Alam and Nursiam (2020) Commitment has no effect on Employee Performance. Meanwhile, the results of this study are in line with the study conducted by Moh. Rizal (2023) that Commitment has a positive effect on employee performance.

Commitment (X3) has a very strong relationship with Employee Performance (Y), indicated by a correlation value of 0.848. The contribution of Commitment to Employee Performance reaches 56%. Referring to the findings of the regression analysis, the equation $Y = 25.768 + 0.413 X3$ shows that every one unit increase in Commitment (X3) will lead to an increase in Employee Performance (Y) by 0.413. With a Commitment tcount value 8.951 which exceeds the ttable of 2.003, the hypothesis stating that there is a significant effect of Commitment on Employee Performance at PT XYZ is proven correct at the 95% confidence level.

D. The Effect of Work Motivation (X1), Work Conflict (X2) and Commitment (X3) on Performance Employee (Y)

The influence of work motivation, work conflict, and commitment on employee performance is significant and interrelated. Overall, high work motivation and strong commitment contributed to good employee performance, while managed conflict (Gerry Dwi Handara & Mujjati, 2013). Effectively can minimize its negative impact and even improve performance if resolved in a constructive way (Christina & Sitorus, 2022). Motivation, compensation, conflict and organizational commitment have a significant effect on employee performance (Azizah et al., 2022).

Analysis of the relationship between Work Motivation (X1), Work Conflict (X2), and Commitment (X3) on Employee Performance (Y) shows a correlation value of 0.855, which indicates a very strong relationship. The combined contribution of these three variables on Employee Performance reached 71.7%, while the remaining 28.3% was influenced by other factors not examined in this study. The regression equation obtained is $Y = 10.905 + 0.192 X1 + 0.416 X2 + 0.133 X3$, where each positive coefficient indicates that an increase in Work Motivation (X1), Work Conflict (X2), and Commitment (X3) will simultaneously lead to an increase in Employee Performance (Y). The F test results show an Fcount value of 50.834, which far exceeds Ftable 2.769, with a significance value (sig.F change) = 0.000 which is less than 0.05, confirming that the hypothesis about the significant influence of the three variables on Employee Performance at PT XYZ can be accepted at the 95% confidence level. Align right left and after the paragraph there is a 6pt spacing.

V. CONCLUSION

This study concludes that Work Motivation, Work Conflict, and Commitment have a significant influence on Employee Performance at PT XYZ. Individually, Work Motivation shows a strong influence with a tcount value of 9.622, which far exceeds the ttable of 2.003, and a significance value of 0.001, indicating that this variable significantly affects employee performance. Work Conflict also has a significant effect with a tcount value of 10.840 and a significance value of 0.001, indicating that effective conflict management contributes to improved performance. Similarly, Commitment has a significant effect with a tcount value of 8.591 and a significance value of 0.001, indicating that employee commitment plays an important role in supporting their performance. Simultaneously, the three variables affect Employee Performance positively and significantly, with an Fcount value of 50.834 indicating a strong combined effect, compared to an Ftable of 2.769, as well as a probability value of 0.001 indicating that the model as a whole is valid and contributes greatly to improving employee performance in the company.

Thus it is recommended that PT XYZ increase focus on aspects of Work Motivation, Work Conflict, and Commitment to further support employee performance. The company should implement effective motivation strategies, manage and resolve conflict constructively, and build strong commitment among employees. The development of training programs and policies that can improve these three factors will potentially improve overall performance. In addition, periodic evaluations on the implementation of these policies are needed to ensure their effectiveness in improving employee performance.

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