

# **THE EFFECT OF WORK PRESSURE AND CONFLICT ON QUALITY OF WORK AT PT. BANK SULUTGO PAAL DUA SUB-BRANCH OFFICE**

**Kezia Natalie Tesyalonica Wantania**

Manado State Polytechnic: Raya Politeknik Street, Manado (0431) 815212  
Business Administration Study Program, Manado State Polytechnic

Email : [kexiawantania@gmail.com](mailto:kexiawantania@gmail.com)

## **ABSTRACT**

The quality of a company is determined by how well its resources can handle pressure and work conflicts. The subjects in this study were employees at PT. Bank SulutGo Paal Dua Sub-Branch Office, a company engaged in financial management or banking administration. This study aims to find out the pressures and conflicts between employees at PT. Bank SulutGo Paal Dua Sub-Branch Office and how to overcome these pressures and conflicts to improve the quality of the company's work. The study was designed as qualitative research and used descriptive data exposure. Work pressure is an unavoidable demand in a temporary work environment. At the same time, conflict is a social process between two or more people in which one party tries to get rid of the other party by destroying him or making him helpless. These two processes that occur will cause other work to be delayed and disrupt employees' focus. So companies should apply the quality of cooperation and behavior to improve the pressures and conflicts they face.

*Keywords: Pressure, Conflict, Quality, Employees*

## **1. INTRODUCTION**

### **Background of the Problem**

Human resources are the main key that determines the development and success of every company. Human resources in the company are in charge of managing in a human resource management department. Human resource management is the efficient and effective use of several individuals and can optimally achieve organizational or company goals. It takes experts of high quality, both intellectually and morally.

In every job position, one must always maintain the capabilities and professional ethics to realize each personal advantage so that the company can develop and compete in the international world. Because of this basis, sometimes company resources experience various pressure and conflicts between employees in achieving common goals.

### **Problem Identification**

The objectives of this research are to find out how the forms of employee work pressure, how conflicts occur between employees, and to find out whether work pressure and conflict affect the quality of work of the employees of PT. Bank SulutGo Paal Dua Sub-Branch Office.

## **2. THEORETICAL BASIS**

Work pressure, conflict, and quality and work goals of employees of work are variables that will underlie the problem. Work pressure describes situations that arise, such as psychological stress in adverse emotional reactions to work-related problems. High pressure can also cause frustration and anxiety in someone who is working.

According to Sarooj and Maad (The Influence of Performance Leadership Types with Work Pressure as a Mediation Variable, 2016:124), work pressure is defined as a response brought about by various external events. It can take the form of negative experiences. Another definition that describes work pressure by Steve M. Jex (The Influence of Performance Leadership Types with Work Pressure as a Mediation Variable, 2016) means that work pressure tends to adopt the concept of *stimulus* (stimulus), *response* (response), and the relationship *stimulus-response*.

The factors that generally cause work pressure that occurs in a person are as follows workplace atmosphere work, roles and functions, work and roles that change suddenly, relationships between colleagues and leaders, conflicts among colleagues and leaders, setting the job, lack of incentives and awards from the head, disappointed in the working atmosphere, change positions within the organization, changes in the structure and management of the organization.

Factors or aspects of generating work pressure according to Munandar (Perception of Justice, Work Pressure and Morale in Civil Servants, 2009:125) can be divided into intrinsic factors, namely factors related to individuals, and extrinsic factors related to the environment or physical demands, and personal threats to individuals. Intrinsic factors related to the task or workload. Extrinsic factors are related to individuals which include employee relations at work and employee roles in organizations. These factors include discomfort that occurs in the work environment.

When there is work pressure that can affect a person's individual, it will be followed by another problem, namely conflict involving two individuals or groups. In the Big Indonesian Dictionary compiled by Poerwadarminta (Sociology of Conflict - Theories and Analysis, 2009:4), conflict means a conflict or dispute. The conflict itself appears in the form of a conflict of ideas and physicality between two opposing parties.

Meanwhile, Lewis A. Coser (Sociology of Conflict - Theories and Analysis, 2009:22), means conflict has a positive function if we can manage it and appropriately express and affect pragmatic or multidisciplinary conflict sociology, which uses to manage conflict in companies or other organizations. From the definitions above, conflict is a condition resulting from will, values, or goals to achieve, which causes an uncomfortable situation both within individuals and between groups.

According to Melayu S.P Hasibuan (Human Resource Management, 2000:199), things that cause competition and conflict are goals to be achieved, human ego, needs, differences of opinion, misunderstandings, feelings of harm, and feelings of sensitivity. The same plans to be completed will stimulate competition and conflict among individuals or groups of employees. Every employee or group is always striving to achieve better recognition than others. To motivates the emergence of competition or conflict in obtaining the best performance.

The thing that cannot be ignored when work pressure and conflict occurs is that the quality of work will decrease. The quality of work from the creation and progress that a person has achieved in the field of duty. The quality of work can also interpret as performance, which means another is work performance. Performance is always a sign of the success of an organization and the people in the organization.

Edison et al. (2016), means the quality of work or performance results from a process that refers to and is measured over a certain period based on a predetermined agreement. Meanwhile, Stoner and Freeman (Management, 2010: 487) argue that the Quality of work is the key that must function effectively to succeed.

From the explanation above, it can conclude that the quality of work is the availability of a person or group in carrying out an activity to complete responsibilities with results as expected by a company.

According to Robbins (2015), the factors that influence the quality of work are based on several factors as the basics of individual behavior which include biographical characteristics, abilities and learning, values, attitudes and job satisfaction, commitment, perception and decision making, motivation.

On the other hand, according to Prawirosentono in Sutrisno (2010:176), suggests that to measure the quality of employee work, it is necessary to factor in the assessment of work

implementation, namely as follows effectiveness and efficiency, authority and responsibility, discipline and initiative.

### **3. RESEARCH METHOD**

#### **The Types and Research Methods**

Place and time in this final project research is at PT. Bank SulutGo Paal Dua Sub-Branch Office, starting from March 2, 2021 – June 4, 2021. In this final project the author uses a qualitative descriptive research method, which describes the problems occurs in a company, as well as looking for solutions to the problem.

#### **The Types of Data**

The type of data used is Secondary Data. Secondary data is data obtained through data that has been researched and collected by other parties related to the writing of the author's Final Project, and secondary data can be obtained more easily and quickly through libraries, research locations, the internet and others. Secondary data are taken from the research location in the form of company history, vision and mission, company logo, organizational structure and human resources.

#### **Data Collection Methods**

With several types of existing methods, the authors chose to take 2 types of data collection methods, namely observation or observation and literature study to be used in this study, case studies of employees of PT. Bank SulutGo Paal Dua Sub-Branch Office.

Observation is an activity of a process or object with the intention of feeling and then understanding the knowledge of a phenomenon based on previously known knowledge and ideas, to obtain the information needed to continue a research. Observations that the authors do in this study is to observe directly the work activities at PT. Bank SulutGo Paal Dua Sub-Branch Office.

Literature study means data collection techniques by reviewing books, literature, notes, and various reports related to the problem to be solved (Nazir: 1988). In addition to making observations within the company, to complete the author's data, a literature study was also carried out to solve the writing and preparation of the Final Project by taking several theories related to the author's research from the library and the internet.

## **4. RESULTS AND DISCUSSION**

### **Results**

Looking at the factors that occur in terms of work pressure and existing conflicts, the author finds the problems that occur. The following is an explanation of the work pressure factor.

The first one is the role and function of the job. This factor is related to a person's task or workload. Work pressure does not always lead to negative things such as work stress but in fact there are still many individuals who place their duties and responsibilities at work which is difficult to do because they do not understand the role and function of their work. Sometimes an employee's misunderstanding in carrying out his work duties can become a workload.

This is what the author observes happening at PT. Bank SulutGo Paal Dua Sub-Branch Office. Lack of understanding of individual duties and responsibilities results in a person entering a phase in the form of stress or work pressure.

The second is work and roles that are always changing suddenly. In research at PT. Bank SulutGo Paal Dua Sub-Branch Office authors see a case like this. This often changing work and role will have an impact on work pressure for employees, which means like one second here and there suddenly which creates new pressure on someone because they have to always position themselves as proficient workers in every new type of work.

Furthermore, completing the problem variables encountered, then taken from the conflict factors, the authors describe them as follows:

The first one is human ego. Apart from individual sentences, organizational work is a job that fellow employees should try to be able to manage their respective egoism for the benefit of working together. The human ego that always wants to be more successful than other employees will lead to competition or conflict as the authors researched at PT. Bank SulutGo Paal Dua Sub-Branch Office.

In this study, it can be seen that the lack of control over the egoism of each employee causes relative conflicts, for example, because one employee feels he is more experienced, smarter and other reasons that ultimately reduce mutual respect between employees and look for gaps in other employees, either for the purpose of success, individual and personal problems between employees.

The second is differences of opinion. Differences of opinion can lead to competition or conflict. Because every person or group is too adamant that his opinion is the most appropriate. If

differences of opinion are not resolved, there will be competition or conflict which sometimes causes small divisions to be carried away by the situation.

The problems that the authors found at PT. Bank SulutGo Paal Dua Sub-Branch Office there are various differences of opinion between employees that occur too often, the basis of which can also be related to the previous point of egoism.

The third is misunderstanding. Misunderstanding that often occurs between individual employees or groups because the basis is communication. Communication between employees' and employees' and employees to superiors is not good or effective.

Sometimes misunderstandings occur due to a lack of openness from employees in expressing their opinions, which ultimately lead to personal conclusions and misunderstandings will occur more often in work because they do not believe that open communication is a way to reduce disputes or conflicts.

## **Discussion**

After discussing the factors of work pressure and conflict, below is a description of the factors or measures regarding the quality of work for companies, especially research at PT. Bank SulutGo Paal Dua Sub-Branch Office as follows:

The first one is effectiveness and efficiency. Said to be effective when it reaches the goal, said to be efficient when it has been satisfactory. In research at PT. Bank SulutGo Paal Dua Sub-Branch Office can still be said that the quality of employee work is effective because the company is able to achieve its goals, but the results are not yet efficient. Of the several goals banking that must be achieved, there are several things that have not been satisfactory. This is because the two previous subjects, namely work pressure and conflict, have slowly reduced the effectiveness and efficiency of the employee's work quality.

The second is authority and responsibility. In a good organization the authority and responsibility have been delegated properly, without any overlapping of tasks. PT. Bank SulutGo Paal Dua Sub-Branch Office of the delegation's duties have not been fully implemented properly, the responsibilities and authorities of each employee have not been implemented in accordance with the Standard Operating Procedure, due to work pressure and conflicts faced and can be said to reduce the quality of work.

The third is discipline. Discipline shows a condition or attitude of respect that exists in employees towards company rules and regulations. The discipline factor has not been applied by

all employees at PT. Bank SulutGo Paal Dua Sub-Branch Office according to research results, because the company's regulations and provisions have not been implemented to the maximum such as completing responsibility tasks according to the specified time, which indicates the quality of employee work has decreased as it should.

The fourth and the last is initiative. One's initiative is related to the power of thought, creativity in the form of ideas to plan something related to organizational goals. How can an employee in the company be able to take the initiative for the advancement of work if there is work pressure and conflict in the organization, that's what researchers get at PT. Bank SulutGo Paal Dua Sub-Branch Office. The company's goals have not been aligned with the results carried out by each employee, meaning that these two problems have affected the quality of employees.

With the explanation of the factors of work pressure and conflict that the author has described, along with the quality of work that should be carried out by the company as above, the influence of work pressure and conflict that occurs at PT. Bank SulutGo Paal Dua Sub-Branch Office has really been very influential in the quality of work of employees, and should reduce the factors of these problems to achieve an increasing quality of work in work as an organization or company.

## **5. CONCLUSION AND RECOMMENDATION**

### **CONCLUSION**

Two factors focused on the discussions, namely work pressure and conflict, often occur and greatly influence employees' quality of work at PT. Bank SulutGo Paal Dua Sub-Branch Office. The workplace situations like rules often change, different work arrangements, and lack of understanding of job descriptions, employees feel pressured to work. In addition, individual egoism ultimately leads to a lack of respect for the opinions of others; the result is that differences of opinion and misunderstandings often lead to disputes and conflicts for employees, reducing the quality of work in the organizational structure.

The quality of work is the responsibility of each individual and must be the primary goal in employment, especially for PT. Bank SulutGo Paal Dua Sub-Branch Office. Effectiveness and efficiency, authority and responsibility, discipline, and initiative to implement the quality of work in a company.

### **RECOMMENDATION**

Based on the results of the discussion with the problems found, the authors provide the following suggestions like provide special training every three months or job descriptions for each section to explore and understand the duties and responsibilities at work to reduce the lack of work pressure for existing employees, organizing joint activities such as recreation and entertainment for employees as a team, to reduce a sense of individualism to create openness, a positive atmosphere in the work environment, and improve the quality of employees in working together, and establish a club within the office of PT Bank SulutGo Paal Dua Sub-Branch Office, in charge of managing activities such as recreation or entertainment to strengthen sense of friendship among the employees and manager.

## REFERENCES

- Anwar Y., Edison E., Komariah I. 2016. **Human Resource Management Strategy and Change in Order to Improve Employee and Organizational Performance**. Bandung: Alfabeta
- Goodman JD and Ritzer G. 2004. **Modern Sociological Theory** (p. 73). Jakarta: Prenada Media.
- Hasaribuan S.P.M 2000. **Human Resource Management** (p. 199). Jakarta: Literary Earth
- Soerjono and Soekanto. 2006. **Sociology an Introduction** (p. 86). Jakarta: Rajawali
- Susan N. 2009. **Sociology of Conflict – Theories and Analysis** (p. 4). Jakarta: Kencana
- Tisnawati S., E. 2005. **Introduction to Management** (p. 290). Jakarta: Kencana
- Usma H. 2010. **Management (Theory, Practice and Educational Research)** (p.487) edition 3. Jakarta: Bumi Aksara
- Astuti KD 2009. **Perceptions of Justice, Work Pressure and Morale in Civil Servants** (p. 125). Journal of Psychology. Faculty of Psychology Gunadarma University. Vol. 2 Number. 2 <http://ejournal.gunadarma.ac.id/files/journals/7/articles/266/public/266-791-1-PB.pdf> (accessed July 2, 2021)
- Basri S. 2011 **Definition of Work Pressure and Satisfaction Work**. <http://setabasri01.blogspot.co.id/2011/01/job-stress-dan-job-satisfaction.html> (accessed July 2, 2021)
- Budiyono R. 2016. **The Influence of Performance Leadership Type with Work Pressure as a Mediation Variable** (p. 124). Journal of TIE Semarang, Department of Management, College of Economics (STIE) Semarang, Vol. 8, Number 3 October issue. <http://jurnal3.stiesemarang.ac.id/index.php/stiesmg/article/view/140/136> (accessed July 2, 2021)
- Irwan M. 2017. **The Effect of Stress and Work Conflict on Employee Performance at PT. Kalla Cocoa Industry in Makassar City: Thesis**. <http://repository.uin-alauddin.ac.id> (accessed July 3, 2021)
- Ramayana. 2017. **The Effect of Work Pressure on Employee Performance (Case Study at BRI Syariah Palopo City): Thesis**. <http://repository.iainpalopo.ac.id/id/eprint> (accessed July 3, 2021)
- Sari M. 2008. **Relationship between Work Conflict and Employee Performance at PT. Al-Falah Islamic Rural Bank: Final Project**. <http://repository.unpas.ac.id/30250/6/SKR> (accessed July 3, 2021)

Sari PR. 2015. **The Effect of Work Stress and Work Conflict on Employee Performance at Jambuluwuk Malioboro Boutique Hotel Yogyakarta: Thesis.**  
<https://eprints.uny.ac.id/pdf> (accessed July 3, 2021)

Bank SulutGo via <https://www.banksulutgo.co.id/profile/read/7/logo-bank-sulutgo.html> (accessed July 3, 2021)