

Investigating The Interplay Of Work Conflict, Role Ambiguity, Work Stress To Teacher Performance at Sdn Kalisat 01 Jember

Umi Arifatul Ulya¹, Nursaidah¹, Ahmad Izzuddin¹

¹University Muhammadiyah Jember

*Correspondence: Umi Arifatul Ulya
Email: Arifatululya20@gmail.com

Accepted : Juli 2023

Published: September 2023



Copyright: © 2023 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY NC) license (<http://creativecommons.org/licenses/by/4.0/>).

Abstract : Quality human resources must of course be supported by a quality education system. The low quality of education is the cause of the human resource crisis. In creating quality education, teacher performance plays a very important role in producing the nation's children with good potential. This study aims to determine the effect of work conflict, role ambiguity, and work stress on teacher performance. This type of research uses quantitative methods with a total sample of 36 teachers at SDN Kalisat 01. The sampling technique uses Probability samples, or saturated samples. The data collection techniques used in this study are observations and questionnaires. This study used multiple regression data analysis using the statistical tool SPSS 24. The results of this study show that job conflict and job stress have a significant impact on society. teacher performance while work ambiguity has an effect but not significant on teacher performance.

Keywords: Work Conflict, Role Ambiguity, Job Stress, Teacher Performance

INTRODUCTION

In advancing a nation, superior human resources are needed, where superior human resources will produce quality and high quality human beings. According to (Agustin et al., 2020), human resources are the main supporting pillar as well as the driving force for the organization in an effort to realize the vision and mission and goals of the organization. Human resources can be measured through the average education, training and level of experience. Education is something universal in human life. Human resources are expected to be able to manage a nation, so as to advance the nation. To get quality human resources, of course, it must be supported by a quality education system. Therefore education exists to produce high-quality and competent human resources in carrying out the mandate that has been given. Education is also a way to create and develop quality human resources (HR). In Education, everyone has a wealth of knowledge that can be developed. Thus, people experience the development of qualities that people want to achieve for themselves. On the other hand, the quality of education or the people produced by the educational process is determined by the quality of the teaching staff. Teachers play a major role in education through formal and non-formal education. The role of the teacher in the world of education is the responsibility of carrying out the educational process in schools. In general, in an educational institution, an employee has responsibility for carrying out tasks or job descriptions where these tasks are in accordance with the expertise possessed by the employee.

Performance issues are closely related to the goals of educational institutions. A teacher's performance is the result of the work that person has done to fulfill the assigned duties. Teacher performance includes the quality and quantity of output as well as weaknesses in work. Employees can do good work because they can do good work if they perform well. performance according to [1] states that: "Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him". Therefore it is important for educational institutions to maintain the maximum

performance potential of employees. According to [2] Rachmawati, Teacher performance is the teacher's ability and effort to complete the learning task as best as possible in planning lessons, conducting learning activities, and assessing learning outcomes.

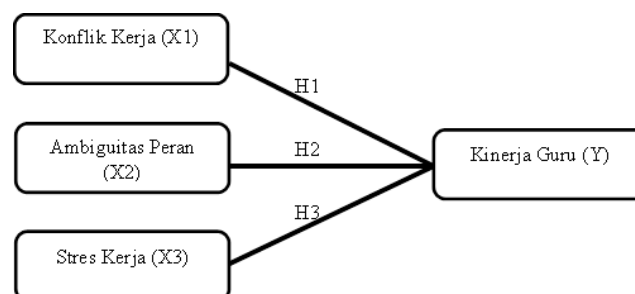
Problems related to employee performance, both individual performance and inter-employee performance that arise in an educational institution where this happens to all employees will trigger conflict. Conflict occurs in environments where one party feels its goals have been ensnared or negatively influenced by the other party. Problems related to employee performance, both individual performance and inter-employee performance that arise in an educational institution where this happens to all employees will trigger conflict. Conflict occurs in environments where one party feels its goals have been ensnared or negatively influenced by the other party

The ambiguity of roles is one of the factors that can affect employee performance an educational institution. Role ambiguity will affect employee performance. This can occur due to a lack of information, instructions or guidelines in carrying out a job [2] employees who experience role ambiguity will cause anxiety, lack of confidence, and depression. Lack of information and clarity of roles regarding the tasks possessed by employees will hinder employee performance and employees will become unproductive, so this can cause stress so that employees try to overcome how to deal with or overcome the causes of stress. So that work conflicts occur and result in high work stress where it affects performance [3].

is that there are differences of opinion between leaders and teachers regarding programs that aim to advance or improve schools and so that all school parties receive complaints from student parents regarding the programs that have been implemented. Therefore, teachers think, financially, emotionally and pressure or demands can cause problems or increase the teacher's burden which automatically affects the performance of teachers who become less than optimal so that teachers need encouragement and motivation so that their performance is maximized. Based on the above background and explanation, the authors title "The Influence of Work Conflict, Role Ambiguity and Work Stress on Teacher Performance at SDN Kalisat 01 Jember".

Conceptual Framework

To find out the problems to be discussed, it is necessary to have a framework which is the basis for research that aims to find, develop, and test the validity of a research. This can be explained as follows.



Research Hypothesis

H1: Work conflict has a significant effect on teacher performance at SDN Kalisat 01 Jember

H2: Role ambiguity has a significant effect on teacher performance at SDN Kalisat 01 Jember.

H3: Work stress has a significant effect on teacher performance at SDN Kalisat 01 Jember.

METHODS

Research design

This research was conducted at SDN Kalisat 01 Jember using quantitative research. According to [3] Quantitative research is research aimed at research based on positivism samples generated from specific group using data in the form of numbers that are processed and produce data in the form of numbers as well. Which will be linked to the problem under study to provide a specific picture. The results of this study examine work conflict, role ambiguity and work stress on employee performance at SDN Kalisat 01 Jember. Using the questionnaire and observation methods, the questionnaires were distributed directly to SDN Kalisat 01 Jember.

Population

According to [3] population is a generalized domain made up of subjects or objects with specific attributes. qualities and characteristics have determined by the researcher as a research subject, after that a conclusion is drawn. Based on the description above, the population in this study included all teachers at SDN Kalisat 01 Jember, totaling 36 people. This research was conducted in Kalisat Village which is one of the villages in Jember Regency.

Sample

Saturated sampling technique is one that determines a sample of all members of a population. will be sampled in research or can also be called a census in a small scope. The sample in this study were all teachers at SDN Kalisat 01 Jember.

Variable Measurement Techniques

In this study "The following is an explanation of the 5 points of the Likert scale [3] : (1) strongly disagree, (2) disagree, (3) neutral, (4) agree, (5) totally agree. Respondents were asked to fill out a list of questions by giving a value on the questionnaire answer sheet.

Data analysis technique

The data analysis technique begins with the validity test, reliability test and classic assumption test which consists of the normality test, multicollinearity test and heteroscedasticity test. Multiple linear regression analysis method, hypothesis testing consisting of t test, coefficient of determination (R2) at SDN Kalisat 01 Jember

RESULTS AND DISCUSSION

Validity test

Validity tests are intended to test whether a survey is valid. To determine whether an item is reasonable, a correlation coefficient significance test is usually performed at the 0.05 significance level. This means that an item is considered valid if it has a significant correlation with the overall score..

| No | Variabel | Ketentuan | | Keterangan |
|----|-----------------------|--------------------|-----------------------|------------|
| | | Konflik Kerja (X1) | R Hitung R Tabel 0,05 | |
| 1 | X1-1 | ,769 | ,329 | VALID |
| 2 | X1-2 | ,773 | ,329 | VALID |
| 3 | X1-3 | ,682 | ,329 | VALID |
| 4 | X1-4 | ,802 | ,329 | VALID |
| | Ambiguitas Peran (X2) | | | |
| 1 | X2-1 | ,752 | ,329 | VALID |
| 2 | X2-2 | ,702 | ,329 | VALID |
| 3 | X2-3 | ,690 | ,329 | VALID |
| 4 | X2-4 | ,775 | ,329 | VALID |
| | Stres Kerja (X3) | | | |
| 1 | X3-1 | ,855 | ,329 | VALID |
| 2 | X3-2 | ,664 | ,329 | VALID |
| 3 | X3-3 | ,804 | ,329 | VALID |
| 4 | X3-4 | ,629 | ,329 | VALID |
| | Kinerja Guru (Y) | | | |
| 1 | Y-1 | ,626 | ,329 | VALID |
| 2 | Y-2 | ,796 | ,329 | VALID |
| 3 | Y-3 | ,632 | ,329 | VALID |
| 4 | Y-4 | ,784 | ,329 | VALID |

It is declared valid because all variable indicators show that each variable indicator of work conflict (X1), role ambiguity (X2), work stress (X3), and teacher performance (Y), the r-count value is greater than the r-table and the significance value is less than 0.05.

Reliability Test

The basis for decision making in the reliability test if the value of Cronbach's Alpha > 0.60 then the questionnaire or questionnaire is declared reliable and vice versa.

| No | Variabel | Cronbach Alpha | Standar Alpha | T | Keterangan |
|----|------------------|----------------|---------------|---|------------|
| 1 | Konflik Kerja | ,750 | ,60 | | RELIABEL |
| 2 | Ambiguitas Peran | ,704 | ,60 | | RELIABEL |
| 3 | Stres Kerja | ,727 | ,60 | | RELIABEL |
| 4 | Kinerja Guru | 0,679 | 0,60 | | RELIABEL |

It shows the reliability test on work conflict variables (X1), role ambiguity (X2), work stress (X3) and teacher performance (Y) with a Cornbach's Alpha value above 0.60. Proving that the questionnaire variables are declared reliable. So that each item on each of these variables is feasible to use as a measuring tool.

Multiple Linear Regression Analysis

Multiple linear regression according to [4] is a linear regression model involving one independent variable. Multiple linear regression was used in this study to show relationships between independent variables. (work conflict (X1), role ambiguity (X2), and work stress (X3)) to the dependent variable (teacher performance (Y)).

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | | | |
| (Constant) | 0,441 | 0,738 | | 0,598 | 0,554 |
| Konflik_Kerja | 0,711 | 0,070 | 0,747 | 10,222 | 0,000 |
| Ambiguitas_Peran | 0,103 | 0,064 | 0,099 | 1,614 | 0,116 |
| Stres_Kerja | 0,188 | 0,076 | 0,191 | 2,477 | 0,019 |

Source: Data processed in 2023

In this study using the formula equation, among others, as follows:

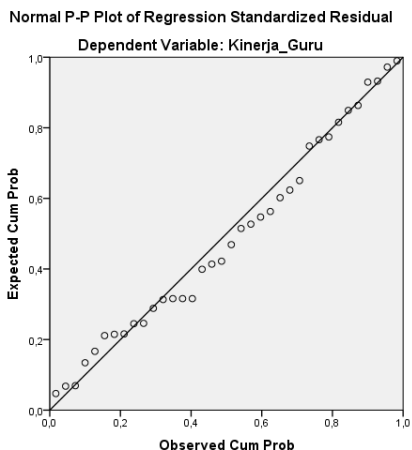
$$Y=0.441 + 0.711 + 0.103 + 0.188 + 0.738$$

The regression equation above could explained :

1. a = a constant of 0.441 states that the variables of work conflict (X1), role ambiguity (X2), and work stress (X3) are considered constant, so that teacher performance at SDN Kalisat 01 Jember has a positive relationship of 0.441.
2. The work conflict variable (X1) has a positive coefficient direction on teacher performance (Y) with a value of 0.711. Which means that for each additional work conflict variable of 1, the teacher performance will increase by 0.711. This proves that work conflict has a positive and significant relationship.
3. The role ambiguity variable (X2) has a positive coefficient direction on teacher performance (Y) with a value of 0.103. Which means that for each addition of the role ambiguity variable of 1, the teacher performance will increase by 0.103. This proves that role ambiguity has a positive but insignificant relationship.
4. The work stress variable (X3) has a positive coefficient direction on teacher performance (Y) with a value of 0.188. Which means that every time the work stress variable is added by 1, the teacher performance will increase by 0.188. This proves that work conflict has a positive and significant relationship.

Classic assumption test

Normality test



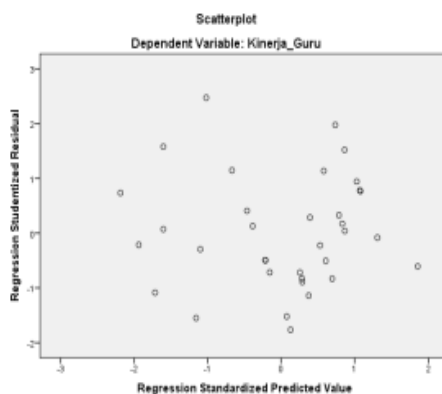
The scatterplot shows that the points are randomly distributed above and below the number 0 on the y-axis. From this we can conclude that the regression model does not have heteroscedasticity

Multicollinearity Test

| Variabel | Collinearity Statistics | | Keterangan |
|------------------|-------------------------|-------|-----------------------|
| | Tolerance | VIF | |
| Konflik Kerja | 0,411 | 2,433 | Not multicollinearity |
| Ambiguitas Peran | 0,584 | 1,714 | Not multicollinearity |
| Stres Kerja | 0,370 | 2,705 | Not multicollinearity |

It can be concluded that all independent variables, namely work conflict (X1), role ambiguity (X2), and work stress (X3) do not have multicollinearity or multicollinearity since the tolerance is greater than 0.1 and the vif value is less than 10, there are no issues.

Heteroscedasticity Test



Based on the scartterplot, it can be seen that the points spread randomly above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity in the regression model.

Hypothesis Test Results

Partial test (T)

The t test is a test to determine the significant effects of independent variables (work conflict , role ambiguity , and work stress) on dependent variables (partially on teacher performance (Y)). In a t-count > t table or a t-test with a value for significance of It;

| Variabel | t hitung | Sig. | t Tabel | information |
|-----------------------|----------|-------|---------|------------------|
| Konflik Kerja (X1) | 10,222 | 0,000 | 2,036 | Signifikan |
| Ambiguitas Peran (X2) | 1,614 | 0,116 | 2,036 | Tidak Signifikan |
| Stres Kerja (X3) | 2,477 | 0,019 | 2,036 | Signifikan |

Source: Data processed in 2023

- a. H1 : Does work conflict have a significant effect on teacher performance at SDN Kalisat 01 Jember. The results of the t test show that t-count > t-table is $10.222 > 2.036$ and the work conflict variable has a significant value of $0.000 < 0.05$ (5%) then H0 is rejected and H1 is accepted. So it can be interpreted that the work conflict variable has a significant effect on the teacher performance of SDN Kalisat 01 Jember
- b. H2: Does role ambiguity have a significant effect on teacher performance at SDN Kalisat 01 Jember. The results of the t test show that t count is smaller than t table, namely $1.614 < 2.036$ of the role ambiguity variable which has a significant value of $0.116 > 0.05$ (5%) then H0 is accepted and H1 is rejected. So it can be interpreted that the role ambiguity variable has no significant effect on the teacher performance of SDN Kalisat 01 Jember .
- c. H3 : Does work stress have a significant effect on teacher performance at SDN Kalisat 01 Jember. The results of the t test show that t count is greater than t table, namely $2.477 > 2.036$. The work stress variable has a significant value of $0.019 < 0.05$ (5%), so H0 is rejected and H1 is accepted. So it can be interpreted that the variable of work stress has a significant effect on the performance of teacher of SDN Kalisat 01 Jember.

Determination Coefficient Test

The coefficient of determination (R2) according to [3] is used to determine how well the power of the independent variable explains the dependent variable. R-values range in magnitude from 0 to 1. The closer the R value is to 1, the greater the ability of the independent variable (X) to explain the dependent variable (Y).

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,964 ^a | 0,930 | 0,923 | 0,702 |

the coefficient of determination (R2) is 0.930 or 93%, this value indicates the percentage influence of work conflict variables (X1), role ambiguity (X2), and work stress (X3) on teacher performance (Y).

DISCUSSION

Based on the tests performed against the first hypothesis (H1), Work conflicts can be managed well with the school principal who always monitors different ideas so that the existence of work conflicts makes teachers at SDN Kalisat 01 race to be better. Based on this, the first hypothesis which reads "work conflict has a significant effect on teacher performance at SDN Kalisat 01 Jember" from the results of the above study it can be seen that the work conflict variable has a significant effect on teacher performance. The existence of problems or conflicts faced by teachers causes increased performance, because conflict can create someone to improve their performance for the better. This is caused by a difference or conflict of ideas or interests both individually and in groups which triggers the teacher to be more diligent in improving his performance so that the teacher can comfortably carry out a task from the leader or co-workers. This means that the more the triggers for work conflict are known, the more performance will increase significantly. This research is supported by previous research, namely research conducted by [5] suggesting that work conflict has a significant effect on employee performance at Pt. Bank Syariah Mandiri Branch Office 16 Ilir Palembang. Work conflicts occur due to communication errors, differences in goals, differences in judgments or perceptions and inadequate facilities with known causes of existing conflicts, so the level of

performance increases. this is also supported by Malina [6]. These results are also related to research from (Agustin et al., 2020)

That have been carried out on the second hypothesis (H2), the result is that role ambiguity does not affect teacher performance at SDN Kalisat 01 Jember. Based on the above analysis results, it can be interpreted that employees understand the roles, responsibilities and scope of work they get, so that employees can increase their self-confidence in carrying out the tasks and responsibilities that have been given by the school. This research is supported by previous research, namely research conducted by [4] which states that role ambiguity has no significant effect on employee performance at PT Pertamina Ru Vii Kasim Sorong, West Papua.

The third hypothesis presented work stress has a significant impact on teacher performance SDN Kalisat 01 Jember, proven by the results of the t test indicating that the work stress variable has a significance of $.019 < .05$ (5%), it means that the work stress variable has a significant effect on teacher performance at SDN Kalisat 01 Jember. The work stress experienced by teachers at SDN Kalisat 01 is mostly due to problems in the classroom, student achievements and grades obtained by students. Research conducted shows that the stress experienced by teachers in the classroom is resolved by consulting with friends who teach at one grade level or with teachers who are more senior, from this consultation teachers who have work stress can find solutions and their performance at school remains optimal. According to the results of the analysis above, it can be concluded that work stress is one of the factors that can improve the performance of SDN Kalisat 01 teachers to be more optimal, because the mental or mental condition in dealing with high demands or pressure can motivate them not to make mistakes in the assignments that have been given. by the school. By obtaining this motivation the teacher is able to reduce feelings of worry, anxiety, pressure and burden that can cause stress, so that within a person is able to complete his work assignments with better results. In this study the work stress experienced by teachers is positive which can lead to encouragement or motivation or enthusiasm from colleagues or leaders in increasing performance to be more optimal. this research is supported by [7] saying that work stress has a significant effect on employee performance at the Editorial Section of Pt. Riau Pos Intermedia Pekanbaru which is also supported by [6].

CONCLUSION

From the results of the data above, the aim of this study was to eliminate the effect of work conflict, role ambiguity and work stress on teacher performance at SDN Kalisat 01 Jember. It can be seen that controlled conflict will increase teacher welfare which will have an impact on their performance, so that schools can carry out activities that can provide encouragement or input that can strengthen and prosper the relationship between teachers. Teachers can help direct all their abilities in fulfilling various job requirements or needs, so that teachers who are experiencing stress need to get motivation or enthusiasm from co-workers or leaders so that teacher performance can be maximized. As well as the Kalisat 01 SDN school is able to maintain in assigning tasks and responsibilities according to the role of each employee so that they can increase performance potential. This can be proven that the teacher can carry out the roles and directions conveyed by the school and is responsible for the tasks assigned.

SUGGESTION

1. The school of SDN Kalisat 01 needs to pay attention to work conflicts between employees so that they can minimize the conflicts that occur and can improve the performance of these employees. Such as by emphasizing its employees to want to work in teams or in groups and emphasizing employees to be respectful to each other.
2. The Kalisat 01 Elementary School is expected to be able to maintain the assignment and responsibility according to the role of each employee so that they can increase the potential for employee performance.
3. The school should pay attention to work conflicts and work stress experienced by employees, because employees are an important asset for the school.

REFERENCES

- A. A. A. P. Mangkunegara, *Evaluasi kinerja sdm*. Bandung: Refika Aditama, 2017.
- A. Saputra, “Pengaruh Motivasi, Stress Kerja Dan Lingkungan Kerja Terhadap Kinerja Guru Yayasan Perguruan Dr Wahidin Sudirohusodo Medan,” *J. Manaj. Bisnis STIE IBBI*, vol. 28, no. 1, hal. 72–79, 2017.
- Sugiyono, *Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi dan R&D*. Bandung: CV Alfabeta, 2017.
- J. D. R. Wondiwoy *et al.*, “Pengaruh Ambiguitas Peran , Konflik Peran Dan Keseusaian Pt . Pertamina Ru Vii Kasim Sorong Papua Barat) the Effect of Role Ambiguity , Role Conflict and Appropriate Work Placement on Employee Performance (Case Study At Pt . Pertamina Ru Vii Kasim Soron,” vol. 10, no. 1, hal. 675–685, 2022.
- H. D. Piana, “PENGARUH KONFLIK KERJA TERHADAP KINERJA KARYAWAN PADA PT. BANK SYARIAH MANDIRI KANTOR CABANG 16 ILIR PALEMBANG,” 2017.
- S. A. Maulina, “PENGARUH KONFLIK DAN STRES KERJA TERHADAP KINERJA KARYAWAN PADA PT SENAPATI HANDAL PERKASA,” 2019.
- A. M. Rahayu, “Pengaruh Gaya Kepemimpinan Dan Stres Kerja Terhadap Kinerja Karyawan Pada Bagian Redaksi Pt. Riau Pos Intermedia Pekanbaru,” *Fak. Ekon. Dan Ilmu Sos. Univ. Islam Negeri Sultan Syarif Kasim Riau Pekanbaru*, hal. 1–116, 2020, [Daring]. Tersedia pada: [file:///C:/Users/user/Downloads/File lengkap sampai lampiran kecuali BAB Hasil Penelitian \(Bab V\).pdf](file:///C:/Users/user/Downloads/File%20lengkap%20sampai%20lampiran%20kecuali%20BAB%20Hasil%20Penelitian%20(Bab%20V).pdf)
- Agustin, R., Cahyono, D., & Aulin, G. (2020). Kapasitas Sumber Daya Manusia, Pemanfaatan Teknologi Informasi dan Pengendalian Intern. *International Journal of Social Science and Business*, 4, 116–122. <https://doi.org/https://doi.org/10.23887/ijssb.v4i1.24068>