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**THE INFLUENCE OF WORK CONFLICT, WORK STRESS, AND WORK  
MOTIVATION ON EMPLOYEE PERFORMANCE AT JIWA MUDA  
ORGANIZER**

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**Abstract**

This study aims to analyze the effect of work conflict, work stress, and work motivation on employee performance at Jiwa Muda Organizer. In the dynamic wedding organizer industry, work conflict and stress often arise due to high job demands and interactions with various stakeholders. Therefore, this study seeks to measure how these factors influence employee performance, both partially and simultaneously. The research method used is quantitative, with a multiple linear regression approach. Data were collected through questionnaires distributed to both permanent and freelance employees at Jiwa Muda Organizer. The results indicate that work conflict and work stress negatively affect employee performance, while work motivation has a positive effect. Simultaneously, these three variables significantly influence employee performance. These findings highlight that effective management of work conflict and stress, as well as increased motivation, can enhance productivity and work efficiency at Jiwa Muda Organizer.

**Keywords:** Work Conflict, Work Stress, Work Motivation, Employee Performance, Wedding Organizer

## INTRODUCTION

In today's era, most business players are optimizing technology to compete in the digital age. Behind advanced technology, competent human resources are also needed to control and manage it effectively. With the increasing sophistication of technology, business players can provide better services to consumers. Despite the presence of advanced technology, the role of human resources remains essential in operating and utilizing these technological advancements. In addition to requiring human resources, technology can also ease the workload of business players and employees in completing their tasks.

Employees play a crucial role in an organization, company, or institution, as their contributions significantly influence the development and success of the organization or business. Employees are also responsible for optimizing a company's revenue and productivity. Their performance is a key factor in achieving organizational or corporate goals. Employee performance serves as an indicator of how well tasks are completed compared to set targets, work standards, objectives, and other agreed-upon criteria over a specific period (Rivai & Basri, 2020:138). Based on this definition, good employee performance is highly desirable by organizations or businesses as it directly impacts their quality and success.

It is known that if employee performance is good, it will drive the company's success optimally. Conversely, if employee performance is poor, the company will struggle to achieve its objectives. Employees are vital human resources for a company. Performance is the result of a process measured over a specific period based on predetermined agreements and standards (Edison et al., 2019:187). The performance achieved by employees contributes to the company's overall success. To develop employees with high-quality performance, it is crucial to provide them with exclusive training, adequate education, and proper social support to meet their needs.

Conflicts in the workplace are still commonly encountered, often due to poor communication between superiors and subordinates, as well as among employees. Employees frequently depend on one another to complete tasks, leading to differing interpretations of goals and disagreements, which often result in workplace conflicts. These conflicts can arise due to communication issues, interpersonal relationships, or organizational structures. Gibson (2019) defines workplace conflict as disputes between individuals, groups, and organizations caused by differences in communication, goals, and attitudes. Tommy (2019) describes workplace conflict as a form of dispute occurring within an organization, triggered by differing objectives, communication failures, interdependence in tasks, varying evaluations, and ineffective decision-making.

Employees who struggle to balance their expectations with reality are more likely to experience stress. Work stress is defined as the pressure an employee feels when they fail to complete job-related tasks (Wartono, 2020). Workplace interactions often lead to compatibility or incompatibility among individuals. Incompatibility can create tension, which may escalate into conflict. If not promptly addressed, workplace conflicts can create an uncomfortable work environment, leading to stress and decreased employee performance. Work stress and conflict are interconnected; if properly managed, they can have a positive impact by enhancing productivity and reducing obstacles that hinder employees and organizations from achieving their goals. Therefore, companies must focus on improving

employee performance and minimizing workplace stress. Stress is an inevitable part of human life and can arise at any time.

One way to reduce work stress is by motivating employees. Forms of work motivation include compensation, a healthy work environment, and rewards. Increasing employee productivity requires motivation as a driving force. Work motivation is an internal or external push that stimulates an employee's enthusiasm to work harder, more efficiently, and in alignment with their abilities. Work motivation refers to the energy that directs and focuses an employee toward achieving an organization's or company's goals. Motivation is closely related to effort and drive, which arise from within an individual and are directed toward achieving desired objectives (Zebua, 2022). From an employee's perspective, motivation serves as a tool to enhance enthusiasm, improve productivity, and foster a love for their job. From an organizational perspective, motivation plays a crucial role in increasing overall efficiency and effectiveness.

One company in Indonesia that provides event management services is Jiwa Muda Organizer. A wedding organizer is a private service provider that assists with the planning, execution, and supervision of wedding-related activities according to an agreed-upon schedule and budget. Wedding organizers typically handle all aspects of wedding planning, including family meetings, vendor arrangements, and final rehearsals before the wedding day. They also serve as consultants for clients in selecting wedding venues, makeup artists (MUA), attire, souvenirs, decorations, entertainment, and master of ceremonies (MC). Wedding organizers work closely with clients, creating a demand for fast and accurate service to meet their expectations.

Jiwa Muda Organizer has earned first place in HASTANA Indonesia (the Indonesian Association of Wedding Event Organizers), a ranking awarded on December 8, 2022, and valid until 2025. This recognition piqued the researcher's interest in studying this company. Jiwa Muda Organizer was founded on April 7, 2018, and is headquartered in Surabaya, East Java. Although relatively new, the company has successfully organized 316 weddings, engagements, and birthday parties as of September 2024. The company employs two executives, five permanent employees, and 40 freelance workers. True to its name, "Jiwa Muda" (Young Soul), the company employs young individuals aged 19–26 and operates with a millennial work system. Jiwa Muda Organizer builds strong client relationships by treating clients like family, as demonstrated by their tradition of dining and socializing with clients even after events. The company's motto, "Young at Heart and Happy," reflects its commitment to maintaining a youthful and joyful spirit while delivering excellent service for clients' special moments.

The imbalance between the number of employees and the volume of clients creates challenges in fulfilling client expectations within the desired timeframe, especially for large-scale events.

## REVIEW OF LITERATURE

### Work Conflict

According to Sinambela in Fathiya (2021:38), conflict is a disagreement that arises between what an individual expects for themselves, others, and the organization. Meanwhile, Fahmi in Fathiya (2021:38) explains conflict as a process in which A deliberately makes

efforts to eliminate B's attempts through obstructive actions, resulting in frustration for B in their efforts to achieve their goals or pursue their interests.

### **Work Stres**

Every employee must have experienced work-related stress. Work stress can have positive effects, but if excessive, it will have negative impacts, especially on employee performance. Therefore, work-related stress must be prevented and managed. Work stress is a condition that arises from the interaction between humans and their work and is characterized by humans as a change imposed by humans deviating from their normal function. It can be said that work stress is a physiological and psychological feedback on employees in response to the desires or demands of the organization. Work stress is one of the factors that can exert pressure on productivity and the work environment and can disrupt individuals (Asih, Widhiastuti, & Dewi, 2018). Work stress occurs due to an imbalance between the personality characteristics of employees and the characteristics of job aspects, and it can occur in all work conditions. The presence of certain attributes can affect an employee's stress tolerance (Aldi, & Susanti, 2019).

### **Work Motivation**

Motivation is an internal drive within a person that will move them to perform positive actions, which in turn can enhance performance (Qomariah, 2020). According to Sedarmayanti in Hairudin (2022), motivation is the force that drives someone to take action or not, which inherently exists both internally and externally, positively or negatively. From these opinions, it can be concluded that motivation is the drive behind a series of human behavioral processes in achieving goals.

### **Employee Performance**

According to Rivai in Hairudin (2022), performance is the result or level of success of an employee overall during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets, or goals that have been predetermined and mutually agreed upon. Then, according to Yusuf in Hairudin (2022), performance is the result of work achieved by someone in carrying out the tasks assigned to them, based on their skills, experience, diligence, and time.

## **The Influence of Work Conflict, Work Stress, and Work Motivation on the Performance of Jiwa Muda Organizer Employees**

Workplace conflict has a significant impact on employee performance. Conflict in the work environment, whether between individuals or within teams, can cause high emotional stress and disrupt employee productivity. Research shows that workplace conflict has a positive and significant impact on performance, especially if managed well through effective conflict management strategies (Maryani & Gazali, 2024). However, unmanaged conflict can increase work stress and reduce overall performance (Paramita & Suwandana, 2022).

Workload also plays an important role in determining employee performance levels. A high workload can cause stress and fatigue, which ultimately reduces employee productivity and work quality. Recent studies reveal that workload has a significant negative impact on employee performance if not balanced with proper time management and adequate support (Kusumawardani et al., 2024). On the other hand, another study states that

a controlled workload can actually improve employee performance by providing challenges that motivate them to work more efficiently (Wulandari et al., 2024).

Work motivation is a key factor in improving employee performance. Employees with high levels of motivation tend to work harder, be more productive, and be more oriented towards achieving organizational goals. Research shows that work motivation has a positive and significant impact on employee performance. In addition, motivation can serve as a mediating factor that reduces the negative impact of workload on performance by providing psychological encouragement for employees to remain focused and motivated. Therefore, companies need to create a supportive work environment, provide appreciation, and offer opportunities for self-development to maintain high levels of employee motivation.

## RESEARCH METHOD

The method in this research is based on scientific principles that are clear, practical, factual, rational, and structured. The data provided in this research will be presented in numerical form, accompanied by specific statistical analysis. The method used is quantitative, which will reveal significant relationships between the variables being studied and clarify the picture related to the object being researched. In this study, the sample needed consists of all employees from Jiwa Muda Organizer, totaling 47 employees. The data analysis employed in this research utilizes SPSS version 26, incorporating validity tests, reliability tests, classical assumptions, multiple linear regression, and hypothesis testing.

## RESULTS AND DISCUSSION

### Validity Test

The validity test is conducted to determine whether the research data is valid or not. The calculation of the validity test in this research uses the SPSS (Statistical Product and Service Solution) 26 For Windows program as a tool. The instrument can be considered valid if the calculated  $r >$  the table  $r$ . Obtaining the  $r$  table is done using the formula  $df = n - 2$ , where in this study  $df = 47 - 2 = 45$  with a significance level of 0.05, which is 0.288.

**Table 1.**  
**Validity Test Result**

Variabel	Item Pernyataan	Rhitung	Rtabel	Keterangan
Konflik Kerja	X1.1	0,814	0,288	Valid
	X1.2	0,608	0,288	Valid
	X1.3	0,804	0,288	Valid
	X1.4	0,732	0,288	Valid
Stres Kerja	X2.1	0,606	0,288	Valid
	X2.2	0,868	0,288	Valid
	X2.3	0,919	0,288	Valid
	X2.4	0,753	0,288	Valid
Motivasi Kerja	X3.1	0,622	0,288	Valid
	X3.2	0,695	0,288	Valid
	X3.3	0,716	0,288	Valid
	X3.4	0,695	0,288	Valid
Kinerja Karyawan	Y.1	0,814	0,288	Valid
	Y.2	0,839	0,288	Valid
	Y.3	0,756	0,288	Valid
	Y.4	0,629	0,288	Valid

Based on the calculations in table 4.6, it shows that the calculated r value is greater than the table r value and each significance is less than 0.05. It can be concluded that all variables in this study are valid.

### Reliability Test

Reliability testing is used to examine the extent to which the instrument remains consistent or not within the questionnaire. The calculation of the reliability test uses the SPSS (Statistical Product and Service Solution) 26 For Windows program. The reliability test used in this study employs the Cronbach Alpha method with a reliability test threshold of >0.60. The reliability test can be considered reliable if the Cronbach's Alpha value is >0.6. Here are the results of the reliability test.

**Table 2.**  
**Reliability Result**

No	Variabel	Cronbatch's Alpha Hitung	Cronbatch's Alpha Hitung	Keterangan
1	Konflik Kerja (X1)	0,724	0,6	Reliabel
2	Stres Kerja (X2)	0,802	0,6	Reliabel
3	Motivasi Kerja (X3)	0,617	0,6	Reliabel
4	Kinerja Karyawan (Y)	0,754	0,6	Reliabel

Based on the above results, it can be seen that the variables of work conflict, work stress, work motivation, and employee performance have a calculated  $\alpha$  (Alpha) value of more than 0.6. Based on the results, it can be said that all variables have reliable values.

**Classical Assumption Test  
 Normality Test**

Normality Test Normality test is a test that serves to test whether the regression model, independent variable, and dependent variable have a normal distribution or not.

**Table 3.  
 Classical Assumption Test Result  
 One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		47
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	.87519818
Most Extreme Differences	Absolute	.096
	Positive	.075
	Negative	-.096
Test Statistic		.096
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.

Based on the results above, there is a sample or respondents totaling N = 47 with a Kolmogorov-Smirnov value of 0.096 and an Asymp. Sig. (2-tailed) of 0.200. The results indicate that the regression model used is normally distributed because the significance value of 0.200 is greater than 0.005.

**Multicollinearity Test**

The multicollinearity test is conducted to determine whether a regression model has relationships among several variables or all variables. Knowing the presence of multicollinearity symptoms by looking at the VIF (Variance Inflation Factor) results of the independent variables. The threshold for multicollinearity is if the VIF value < 10, then there is no multicollinearity. However, if VIF > 10, then multicollinearity is present.

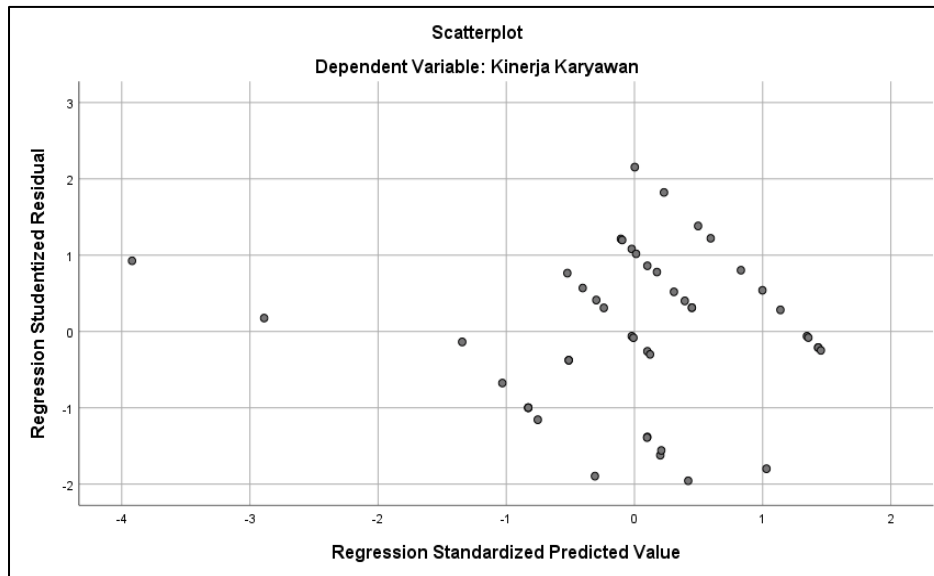
**Table 4.  
 Multicollinearity Test Result**

Model		Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	9.368	2.407		3.892	.000		
	Konflik Kerja	-.159	.063	-.213	-2.518	.016	.859	1.165
	Stres Kerja	-.144	.053	-.219	-2.695	.010	.927	1.079
	Motivasi Kerja	.754	.091	.689	8.303	.000	.890	1.123

a. Dependent Variable: Employee performance

If the VIF value <10 and the Tolerance value >0.10, then the data is said to not exhibit signs of multicollinearity. The data above shows a VIF value <10 and a Tolerance value >0.10, indicating that the data passes the multicollinearity test.

**Heteroscedasticity Test**



**Figure 1. Heteroscedasticity Test**

Based on the results from the scatterplot above, it shows that the data points are scattered above and below the zero mark and do not form a specific pattern. Therefore, it can be stated that the data does not exhibit signs of heteroscedasticity. However, to ensure that the data does not exhibit heteroscedasticity, a t-statistic test, specifically the Glejser test, is required. It is said to pass the heteroscedasticity test if  $\text{sig} > 0.05$ .

**Auto Correlation Test**

**Table 5.**  
**Auto Correlation Test Result**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.858 <sup>a</sup>	.736	.718	.905	2.028

a. Predictors: (Constant), Work Motivation, Work Stress, Work Conflict  
 b. Dependent Variable: Employee performance

It can be seen from the table above that the value of the autocorrelation test is 2.028. Based on the Durbin Watson (DW) decision-making criteria, with  $N = 47$ , it is known that  $d_u < d < 4 - d_u = 1.670 < 2.028 < 2.330$ . It can be concluded that there is no autocorrelation in this study.

**Multiple Linear Regression**

In a study that has two or more independent variables, multiple linear regression analysis needs to be conducted. Multiple linear regression analysis is useful for indicating the extent of the influence of fluctuations in the value of the dependent variable on two or more independent variables. In this study, multiple linear regression analysis is used to measure the extent of the influence of work conflict (X1), work stress (X2), and work motivation (X3) on employee performance. This analysis uses the SPSS 26 program with the following results:

**Table 6.**

**Multiple Linear Regression Test Result  
 Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	9.368	2.407		3.892	.000
	Work Conflict	-.159	.063	-.213	-2.518	.016
	Work Stress	-.144	.053	-.219	-2.695	.010
	Work Motivation	.754	.091	.689	8.303	.000

a. Dependent Variable: Employee performance

Based on the table above, the regression analysis data obtained the values  $b1.X1$ , which is -0.159,  $b2.X2$ , which is -0.144, and  $b3.X3$ , which is 0.754. Therefore, the result of the multiple linear regression equation is:

$$Y = \alpha + \beta1.X1 + \beta2.X2 + \beta3.X3 + \epsilon$$

$$Y = 9.368 + (-0.159) + (-0.144) + 0.754 + 2.407$$

The regression equation means:

1. The interpretation of the constant value (a) is 9.368. This means that if the values of the variables of work conflict, work stress, and work motivation are 0, then the variable of employee performance has a value of 9.368.
2. The regression coefficient value of the work conflict variable (X1) is negative (-0.159). This indicates a negative influence of the variable on employee performance (Y), which can be interpreted as a 1% decrease in work conflict resulting in a 15% increase in employee performance, assuming other variables remain constant.
3. The regression coefficient value of the work stress variable (X2) is negative (-0.144). This indicates a negative influence of the variable on employee performance (Y), which can be interpreted that if work stress decreases by 1%, the employee performance variable increases by 14.4%, assuming other variables remain constant.
4. The regression coefficient value of the work motivation variable (X3) is positive 0.754. This indicates a positive influence of the variable on employee performance (Y), which can be interpreted that if work motivation increases by 1%, the employee performance variable will also increase by 75.4%, assuming other variables remain constant.
5. The value of the regression coefficient for the error variable is 2.407, which is an error factor or another variable not included in the model but can affect the value of Y.

**Hypothesis Test**

**T Test**

The partial t-test is a statistical tool used to evaluate the relative influence of each independent variable on the dependent variable in a regression model. In the context of this research, the partial t-test is used to assess the significance of the influence of each independent variable, namely Work Conflict (X1), Work Stress (X2), and Work Motivation (X3) on the dependent variable, which is Employee Performance (Y). The results of the t-test (partial) to understand the extent of the contribution of each independent variable to changes in the dependent variable, considering other independent variables. If the calculated value is greater than the t-table value and the sig value is  $\leq 0.05$ , it can be concluded that

there is an influence of the independent variable on the dependent variable. The results of the t-test can be seen in the following table:

**Table 7.**  
**t Test Result**  
**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	9.368	2.407		3.892	.000
	Work Conflict	-.159	.063	-.213	-2.518	.016
	Work Stress	-.144	.053	-.219	-2.695	.010
	Work Motivation	.754	.091	.689	8.303	.000

a. Dependent Variable: Employee performance

Based on the results of the t-test in table 4.17, it can be explained as follows:

1. Work conflict on employee performance

The significance value for the work conflict variable (X1) is  $0.016 < 0.05$ . The calculated t-value of  $2.518 >$  the table t-value of 2.015 indicates that the work conflict variable has a significant effect on the employee performance variable. A coefficient of -0.159 means that if the work conflict variable decreases by 1%, the employee performance variable will increase by 15.9%. Assuming other variables remain constant

2. Work Stress on Employee Performance

The significance value for the work stress variable (X2) is  $0.010 < 0.05$  and the t-count value is  $2.695 >$  t-table 2.015, thus it can be stated that the work stress variable has a significant effect on the employee performance variable. A coefficient of -0.144 means that if the work stress variable decreases by 1%, the employee performance variable will increase by 14.4%. Assuming other variables remain constant

3. Work motivation towards employee performance

The significance value for work motivation (X3) is  $0.010 < 0.05$  and the calculated t value is  $8.303 >$  the table t value of 2.015, thus it can be stated that the work motivation variable has a significant effect on the employee performance variable. A coefficient of 0.754 means that if the work motivation variable increases by 1%, the employee performance variable will also increase by 75.4%. With the assumption that other variables remain constant

**F Test**

The F test in the research is used to determine how the independent variables Work Conflict (X1), Work Stress (X2), and Work Motivation (X3) simultaneously affect employee performance (Y). This test uses a significance level of 0.05. The F-test results are as follows:

<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	98.425	3	32.808	40.039	.000 <sup>b</sup>
	Residual	35.235	43	.819		
	Total	133.660	46			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Work Motivation, Work Stress, Work Conflict

Based on the data results above, it can be seen that the calculated F value is  $40.039 >$  2.82 with a significance of  $0.000 < 0.05$ , which significantly affects employee performance.

It can be stated that simultaneously, there is a significant influence between the variables of work conflict (X1), work stress (X2), and work motivation (X3) on the variable of employee performance (Y).

### **The Influence of Work Conflict, Work Stress, and Work Motivation on the Performance of Jiwa Muda Organizer Employees**

Based on the results of the hypothesis test using the F-test that has been conducted, it can be seen that there is a simultaneous influence proven by the calculated F value of  $40.039 > 2.82$  with a significance of  $0.000 < 0.05$ . This can be interpreted as the variables of work conflict, work stress, and work motivation simultaneously affecting the performance of Jiwa Muda Organizer employees. Thus, in this study, it can be aligned and proven true regarding the first hypothesis, which states the assumption that there is a simultaneous influence of work conflict, work stress, and work motivation on the performance of Jiwa Muda Organizer employees. Based on the results of this study, the higher the work conflict and stress felt by employees, the lower the employees' performance will be. If work motivation is higher, then employee performance will improve.

### **The Influence of Work Conflict on the Performance of Jiwa Muda Organizer**

The environment is very important because it can create a conducive, harmonious, and productive work atmosphere. Poorly managed conflicts can cause tension among employees, reduce work morale, and hinder effective communication within the team. As a wedding organizer that relies on quick and precise coordination, every team member must be able to work together without emotional barriers or interpersonal tension. With a work environment that minimizes conflicts, employees can focus more on their tasks, enhance creativity, and provide maximum service to clients. Moreover, a work environment free from prolonged conflicts directly impacts the improvement of employee performance. The minimal conflict allows for more open communication, accelerates decision-making, and enhances a sense of ownership towards the work. Employees who feel comfortable and valued within the team will be more motivated to perform well, thereby improving efficiency and service quality. This also helps maintain the reputation of Jiwa Muda Organizer as a professional and reliable wedding organizer service provider, which ultimately contributes to the growth and success of the company.

### **The Influence of Work Stress on the Performance of Young Soul Organizer Employees**

The results of the third hypothesis (H3) in the study through the t-test conducted show significance on the work stress variable (X2) with a calculated t value of  $2.695 > t$  table  $2.015$  and a significance level of  $0.010 < 0.05$ . Therefore, based on the results, H3 is accepted and H0 is rejected, indicating a partial negative effect of work stress (X2) on employee performance (Y) at Jiwa Muda Organizer. The minimal work stress in the Jiwa Muda Organizer environment is very important to create a healthy and productive work atmosphere. As a wedding organizer, the work often involves tight deadlines, high demands from clients, and complex coordination with various parties. If work stress is not managed well, it can lead to physical and mental fatigue, reduce concentration, and hinder employees' creativity in designing event concepts. With low stress levels, employees can work more calmly, think clearly, and handle pressure with more effective solutions. The minimal work stress directly impacts the improvement of employee performance. Employees who feel comfortable at work will be more motivated to deliver their best results, maintain good communication with the team, and improve the quality of service to clients.

## The Influence of Work Motivation on the Performance of Jiwa Muda Organizer Employees

Work motivation in the Jiwa Muda Organizer environment plays an important role in determining the quality and productivity of employees. As a wedding organizer operating in the service industry, every employee must have a high spirit and dedication to provide the best service to clients. Without sufficient motivation, employees tend to lose focus, become less innovative, and work merely to fulfill their obligations. High motivation also helps enhance employees' creativity and initiative in creating unique and memorable wedding concepts, which will certainly strengthen Jiwa Muda Organizer's reputation in this industry.

## CONCLUSION

Based on the research results and discussions that have been included and in accordance with the research objectives to understand and analyze the Influence of Work Conflict, Work Stress, and Work Motivation on the Performance of Jiwa Muda Organizer Employees, the following conclusions were obtained:

1. The results of the partial variable test indicate that work conflict partially has a negative and significant impact on the performance of Jiwa Muda Organizer employees.
2. The results of the partial variable test indicate that work stress partially has a negative and significant effect on the performance of Jiwa Muda Organizer employees.
3. The results of the partial variable test indicate that work motivation partially has a positive and significant effect on the performance of Jiwa Muda Organizer employees.
4. The simultaneous test results show that the variables of Work Conflict, Work Stress, and Work Motivation simultaneously have a significant effect on Employee Performance.

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