

# The Influence of Work Conflict, Workload and Work Environment on Performance Among Outsourced Hospital Employees

Original Article

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## Abstract

Outsourced healthcare employees encounter specific obstacles that can have a substantial influence on their performance, such as work conflicts, high workloads, and unsatisfactory working conditions. Understanding these aspects is critical for healthcare management in order to provide quality services and maintain employee well-being. This study delves into the impact of work conflict, workload, and work environment on the productivity of contracted workers at Bhayangkara Hospital in Kediri. The research evaluates work conflict (X<sub>1</sub>), workload (X<sub>2</sub>), and work environment (X<sub>3</sub>) as factors that can affect the performance of employees, with employee performance (Y) being the key variable under consideration. A quantitative approach was employed, utilizing interviews, observations, literature review, and questionnaires for data collection. The analytical methods included validity and reliability testing, classical assumption testing, multiple linear regression, t-tests, f-tests, and determination coefficient analysis. The research used a saturated sampling technique, encompassing all 96 non-medical outsourcing employees at Bhayangkara Hospital, Kediri. The analysis suggests that the workload factor has a significant impact on employees' performance, with a significance level of 0.041, which is less than 0.05. Similarly, the workload variable also has a notable influence, with a significance level of 0.000, still less than 0.05. Additionally, the work environment component plays a significant role in affecting employee performance, with a significance level of 0.038, below the 0.05 threshold.

**Keywords:** Employee Performance, Healthcare Organizations, Outsourced Employees, Work Conflict, Work Environment.

## 1. Introduction

Management activities within a company will run well if it has competent and highly capable employees to manage the organization so that performance in the company improves. Within the company, it must also begin with communication between all employees in the company, from superiors to subordinates. Human Resource Management (HRM) is responsible for effectively handling human resources in order to secure the right team. It is essential to have skilled and top-notch employees who can deliver exceptional performance to meet the company's objectives.

As times progress, human resource issues remain interesting to study, because basically humans always want to move, think and develop from time to time (Emmywati et al., 2024). Quality human resources also influence employee performance within the company. Within the company, Karawang must also be equipped with many things such as good communication, good conflict resolution, and good work discipline. According to Moehersono



(2012), the concept of "performance" relates to the effectiveness of implementing a program or policy in reaching the targets outlined in a company's strategic plan. Employee performance will run according to ability and conditions, then it will run smoothly. Employee performance will look good if employees can complete their tasks on time. Factors that can affect employee performance include work conflict among employees.

Conflict in the workplace arises when there is a clash between individuals or groups within an organization due to diverging status, objectives, principles, or viewpoints. Furthermore, conflict can be described as variations, inconsistencies, and arguments (Akhmadi, 2014). Conflict that does not align with the objectives of a team can lead to a drop in an individual's productivity; this type of conflict is known as dysfunctional conflict (Illanisa et al., 2019). Conflicts at work have the potential to lower an employee's productivity, such as those arising from employees who monopolize conversations, have a preference for working alone, clashes in personalities, personal disagreements, and underlying tensions (Harahap & Khair, 2019). Work conflict can be defined as a situation where there is a mismatch between the tasks required to be completed and the expectations of the job in accordance with industry norms and employee beliefs (Rosally & Jogi, 2015). Employees will experience decreased performance usually having work conflicts such as, for example, if at the same time they receive double orders, because it is not easy to complete two jobs at the same time (Ansori, 2017). The more often employees experience work conflict, the more their performance will decline. Workload is another element that has the potential to impact an employee's performance, in addition to work conflict.

The workload refers to the tasks or responsibilities assigned to an individual or team, to be completed within a specific timeframe (Dhania, 2012). Frequency of each type of task in a specific timeframe is known as workload. The workload for different departments can be determined through calculations or past experiences. As stated by Hasibuan (2015), workload analysis involves calculating the amount of employees required to finish a task in a specific timeframe. Workload can also cause fatigue if the tasks given are excessive and not in accordance with employee capabilities. The result of high workload can lead to employees' desire to leave the company. Employee performance can also emerge because of a work environment that is still considered conducive.

The work setting encompasses all elements in the surroundings of employees that have the potential to impact their performance while completing their assigned duties (Nitisemito, 2012). Conditions in the workplace can be seen as the setting where a positive work environment encompasses both tangible and intangible factors. The tangible factors encompass the aesthetics, cleanliness, lighting, air quality, and safety of the physical workplace, while the intangible factors involve all aspects of work relationships with supervisors and colleagues (Irawan & Suryani, 2018). A work environment that suits employee desires will have a positive impact on employees. A clean work environment, a work environment with low noise and so on can improve employee performance (Arofah & Pramusinto, 2015). Good work environment conditions will increase enthusiasm at work which will possibly affect employee performance, this can be a reflection for Bhayangkara Kediri Hospital.

The phenomenon observed at Bhayangkara Kediri Hospital aligns with established work conflict indicators, including work pressure, excessive task demands, lack of work-life balance, and commitment conflicts. Based on these indicators, outsourced employees at Bhayangkara Kediri Hospital frequently face demanding task deadlines that require overtime work to meet completion requirements. While employees are expected to perform at maximum capacity, the hospital often overlooks the importance of maintaining work-life balance for its workforce.

Role conflicts create significant challenges for outsourced employees in managing their time effectively, contributing to their desire to leave the organization. Additionally, workplace comfort levels remain relatively low, as evidenced by frequent employee complaints regarding unrealistic deadlines. These interconnected issues contribute to declining employee performance and reduced retention rates among outsourced staff at Bhayangkara Kediri Hospital. As such, a more conducive work environment for outsourced employees could significantly enhance their performance and organizational commitment. This paper aims to investigate the impact of work conflict, workload, and work environment on the productivity of contracted workers at Bhayangkara Hospital in Kediri.

## 2. Methods

This study utilizes quantitative research methods. The research is carried out at Bhayangkara Hospital in Kediri, which can be found on Jl. Kombes Pol Duryat No.17, Dandangan, Kota Subdistrict, Kota Kediri, East Java 64122. The reason researchers conducted research at RS Bhayangkara Kediri is that they can conduct interviews with respondents as a form to support this research, where the interviews are conducted if researchers feel difficulties and there are obstacles and can distribute questionnaires. The study includes all 533 workers at RS Bhayangkara Kediri. Specifically, the focus is on the 96 non-medical outsourcing employees at the hospital. The methods used to gather data in this study include observing, interviewing, and documenting information, resulting in the creation of various testing measures like validity checks, reliability assessments, checks for classical assumptions, multiple linear regression analyses, and hypothesis evaluations.

## 3. Results and Discussion

### 3.1. Research Results

#### 3.1.1. Validity Test

**Table 1. Work Conflict Validity Test Results**

Items	Fvalue	Ftable	Probability	Decision
X1.1	0,848	0,200	< 0,05	Valid
X1.2	0,431	0,200		Valid
X1.3	0,516	0,200		Valid
X1.4	0,767	0,200		Valid
X1.5	0,491	0,200		Valid
X1.6	0,848	0,200		Valid

Source: Data processed by the author, 2024

According to the information provided, it is evident that the values of all items from each variable surpass the expected values. This leads to the conclusion that all the statements related to the work conflict variable are considered valid.

**Table 2. Workload Validity Test Results**

Items	Fvalue	Ftable	Probability	Decision
X2.1	0,757	0,200	< 0,05	Valid
X2.2	0,706	0,200		Valid
X2.3	0,876	0,200		Valid
X2.4	0,872	0,200		Valid
X2.5	0,782	0,200		Valid
X2.6	0,706	0,200		Valid

Source: Data processed by the author, 2024

According to the information provided in the table 2, it is evident that the r-value for all variables exceed the table values, leading to the conclusion that the workload variable statements are deemed to be valid.

**Table 3. Work Environment Validity Test Results**

Items	r <sub>value</sub>	r <sub>table</sub>	Probability	Decision
X3.1	0,723	0,200	< 0,05	Valid
X3.2	0,520	0,200		Valid
X3.3	0,610	0,200		Valid
X3.4	0,812	0,200		Valid
X3.5	0,660	0,200		Valid
X3.6	0,718	0,200		Valid

Source: Data processed by the author, 2024

Based on the data presented in table 3, it is evident that the items corresponding to each variable exhibit a greater r<sub>value</sub> in comparison to the r<sub>table</sub> value. Consequently, it can be inferred that all statement items pertaining to the variable of work environment are considered to be valid.

**Table 4. Employee Performance Validity Test Results**

Items	r <sub>value</sub>	r <sub>table</sub>	Probability	Decision
Y.1	0,712	0,200	< 0,05	Valid
Y.2	0,433	0,200		Valid
Y.3	0,400	0,200		Valid
Y.4	0,793	0,200		Valid
Y.5	0,623	0,200		Valid
Y.6	0,793	0,200		Valid
Y.7	0,800	0,200		Valid
Y.8	0,782	0,200		Valid

Source: Data processed by the author, 2024

According to the information provided in table 4, it can be inferred that the values of each item in every category exceed the specified threshold. This suggests that the statements pertaining to employee performance are deemed to be credible.

### 3.1.2. Reliability Test

**Table 5. Reliability Test Results**

No	Variable	Cronbach's Alpha	Reliability Standard	Description
1	Work Conflict (X <sub>1</sub> )	0,736	0,60	Reliable
2	Workload (X <sub>2</sub> )	0,874	0,60	Reliable
3	Work Environment (X <sub>3</sub> )	0,762	0,60	Reliable
4	Employee Performance (Y)	0,704	0,60	Reliable

Source: Data processed by the author, 2024

The reliability results for the work conflict variable (X<sub>1</sub>) show a coefficient value in the Cronbach's Alpha column of 0.736. From these results, it can be explained that the data results and questionnaire results have a very good level of reliability, or in other words, the questionnaire data can be trusted. According to the assessment criteria, the reliability coefficient value from this research is > 0.6. This indicates that the instrument used to measure work conflict is consistent and dependable.

Furthermore, the reliability results for the workload variable (X<sub>2</sub>) show a coefficient value in the Cronbach's Alpha column of 0.874. From these findings, it can be explained that the data results and questionnaire results have a very good level of reliability, or in other words, the questionnaire data can be trusted. According to the assessment criteria, the reliability coefficient value from this research is > 0.6. This suggests that the measurement of workload in this study was highly reliable and yielded stable data.

In addition, the reliability results for the work environment variable (X<sub>3</sub>) show a coefficient value in the Cronbach's Alpha column of 0.762. From these outputs, it can be explained that the data results and questionnaire results have a very good level of reliability, or in other words, the questionnaire data can be trusted. According to the assessment criteria, the reliability coefficient value from this research is > 0.6. This confirms that the instrument for assessing work environment conditions produced consistent responses.

Lastly, the reliability results for the employee performance variable (Y) show a coefficient value in the Cronbach's Alpha column of 0.704. From these outcomes, it can be explained that the data results and questionnaire results have a very good level of reliability, or in other words, the questionnaire data can be trusted. According to the assessment criteria, the reliability coefficient value from this research is > 0.6. Thus, it can be inferred that the instrument used to evaluate employee performance also satisfies the criteria for internal consistency.

### 3.1.3. Classical Assumption Test

#### 1) Normality Test

**Table 6. Kolmogorov-Smirnov Test Results**

No	Variable	Asymp.Sig.(2-tailed)	Description
1	Work Conflict (X <sub>1</sub> )	0,140	Normal
2	Workload (X <sub>2</sub> )	0,140	Normal
3	Work Environment (X <sub>3</sub> )	0,140	Normal
4.	Employee Performance (Y)	0,140	Normal

Source: Data processed by the author, 2024

The findings of the normality assessment in Table 6 reveal that the p-values obtained from the One Sample Kolmogorov-Smirnov Test exceed 0.05 for every variable, implying that all variables in the research adhere to a normal distribution.

#### 2) Multicollinearity Test

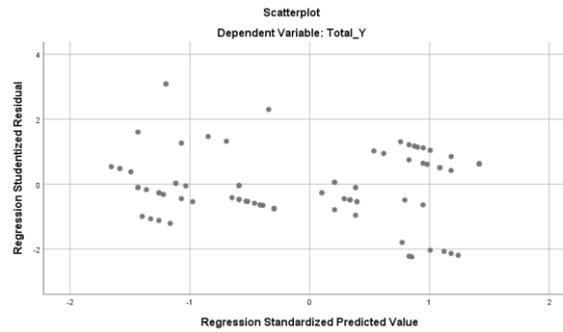
**Table 7. Multicollinearity Test Results**

No	Variable	Tolerance	VIF	Description
1	Work Conflict (X <sub>1</sub> )	0,632	1,583	No multicollinearity
2	Workload (X <sub>2</sub> )	0,530	1,888	No multicollinearity
3	Work Environment (X <sub>3</sub> )	0,560	1,786	No multicollinearity

Source: Data processed by the author, 2024

According to the information provided in table 7, the variable for work conflict has a VIF value of 1.583, the variable for workload has a VIF value of 1.888, and the variable for work environment has a VIF value of 1.786. This indicates that there is no problem of multicollinearity within the model since all VIF values are below 10 and/or Tolerance values are above 0.10.

### 3) Heteroscedasticity Test



**Figure 1. Heteroscedasticity Test Results**  
Source: Processed data, 2024

Depicted by the scatterplot above, there appears to be a random scattering of points above and below the Y-axis. This suggests that the regression model lacks heteroscedasticity.

#### 3.1.4. Hypothesis Test

##### 1) t-Test (Partial)

**Table 8. t-Test Results**  
Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	6.805	2.600		2.617	.010
Total_X1	.278	.113	.066	5.692	.041
Total_X2	.571	.296	.560	5.362	.000
Total_X3	.129	.108	.121	1.188	.038

a. Dependent Variable: Total\_Y

Source: Processed data, 2024

Based on the information presented in table 8, several observations can be made:

- The significant probability value of 0.041 for work conflict indicates a notable impact on employee performance. This suggests that the variable of work conflict (X1) has a significant influence on employee performance.
- The workload variable (X2) has a noticeable effect on employee performance, as indicated by the probability value being less than 0.05.
- The work environment variable (X3) has a noticeable influence on employee performance, as shown by the probability value of 0.038 being less than 0.05.

##### 2) Simultaneous Significance Test (F Test)

**Table 9. F Test Results**  
ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	462.167	3	154.056	26.997	.000 <sup>b</sup>
Residual	524.989	92	5.706		
Total	987.156	95			

a. Dependent Variable: Total\_Y  
b. Predictors: (Constant), Total\_X3, Total\_X1, Total\_X2

Source: Processed data, 2024

Table 8 demonstrates that the F-value of 26.997 exceeds the critical value of 3.960, with a significance level of 0.000 being less than 0.005, resulting in  $H_0$  rejection. Consequently, the fourth hypothesis is supported, confirming a positive and significant combined effect of work conflict, workload, and work environment on employee performance.

### 3) Coefficient of Determination ( $R^2$ )

**Tabel 10. Coefficient of Determination ( $R^2$ ) Test Results**

R	R Square	Adjusted R Square
0,781	0,799	0,772

Source: Processed data, 2024

Table 10 displays an R value of 0.781, suggesting a significant connection between the factors of work conflict, workload, and work environment, and the outcome of employee performance. The R Square value of 0.799 shows that these factors together account for 79.9% of the differences in employee performance, leaving 20.1% to be influenced by variables not considered in this research.

### 3.2. Discussion

Based on the results of statistical analysis, it is evidence that work conflict, workload, and work environment significantly influence the performance of non-medical outsourcing employees at Bhayangkara Hospital, Kediri. Partially, the work conflict variable ( $X_1$ ) shows a statistically significant influence on employee performance with a significance value of 0.041 ( $< 0.05$ ), indicating that interpersonal and task-related conflicts can impact productivity. This finding was similar with previous study (Fitria, 2021; Herlina et al., 2023; Kurniawan et al., 2018). This proves that healthcare administrators must prioritize conflict resolution strategies and implement comprehensive conflict management protocols to maintain optimal employee performance levels.

Likewise, the workload variable ( $X_2$ ) presents a stronger significant effect with a p-value of 0.000 ( $< 0.05$ ), suggesting that the intensity and distribution of tasks substantially influence employees' ability to perform. This mirrors recent findings which establish that unmanaged workload not only reduces individual performance but also creates cascading effects on team dynamics and overall organizational effectiveness (Sipayung & Purba, 2021; Taqwa et al., 2021).

The work environment variable ( $X_3$ ) also exerts a significant effect with a significance level of 0.038 ( $< 0.05$ ), underscoring the importance of conducive physical and social working conditions in enhancing employee output. This finding was similar with previous study (Badrianto & Ekhsan, 2019; Sugma, 2022). This proves that organizations must invest in creating supportive work environments as a fundamental strategy for maintaining high-performing outsourced teams.

The simultaneous F-test further reinforces these findings, with an  $F_{\text{value}}$  of 25.997 exceeding the critical value of 3.960 and a significance level of 0.000. This indicates a robust and statistically significant joint effect of the three independent variables on employee performance. Additionally, the coefficient of determination ( $R^2$ ) value of 0.799 reveals that 79.9% of the variation in employee performance is explained by the combined influence of work conflict, workload, and work environment, while the remaining 20.1% is attributed to other factors not examined in this study.

## 4. Conclusion

This study examined the relationship between work conflict, workload, and work environment on the performance of non-medical outsourcing employees at Bhayangkara Hospital, Kediri. Looking at the analysis, the study conclude that work conflict, workload, and work environment significantly influence the performance of non-medical outsourcing employees at Bhayangkara Hospital, Kediri. All three variables demonstrated statistically significant individual effects on employee performance, with workload showing the strongest influence. The simultaneous analysis confirmed a strong combined effect of these variables, explaining a substantial portion of performance variation.

This research contributes to organizational behavior knowledge by providing empirical evidence for performance determinants in healthcare outsourcing settings. From a practical standpoint, healthcare administrators should adopt holistic approaches to performance management, implementing conflict resolution mechanisms, optimizing task distribution, and creating supportive workplace conditions. Policy-wise, healthcare institutions should develop comprehensive strategies addressing all identified factors simultaneously rather than isolated interventions. Thus, future studies should investigate additional variables such as employee motivation, leadership styles, and organizational culture to explain remaining performance variance.

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