IMPACT OF CONFLICT AND STRESS MANAGEMENT ON EMPLOYEE PERFORMANCE IN INDONESIA'S TEXTILE INDUSTRY

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ABSTRACT

Background: The Indonesian textile industry, known for its high competition and labor intensity, presents a unique environment to study the impact of work conflict and stress on employee performance, particularly within its production departments.

Purpose: This study aims to examine how work conflict and stress affect the performance of employees in the production department of the Indonesian textile industry.

Design/methodology/approach: A quantitative research approach was employed, utilizing descriptive and associative methods. Data was gathered from a purposive sample of 192 employees to ensure representativeness. The data analysis involved multiple linear regression, coefficient of determination, multiple correlation coefficient, and partial tests (T-test).

Findings/Result: The analysis revealed that work conflict and stress significantly impact employee performance, accounting for 51% of the variance. A strong correlation (R = 0.714) was identified, indicating that higher levels of work conflict and stress are associated with lower employee performance. The study also noted that 49% of the variance in performance is due to factors not explored in this research, suggesting areas for future studies.

Conclusion: The findings highlight the substantial influence of work conflict and stress on employee performance. Effective management strategies to address these issues are crucial for enhancing employee efficiency and overall organizational productivity.

Originality/value (State of the art): This study contributes to existing knowledge by analyzing the relationship between work conflict, stress, and employee performance in a competitive, labor-intensive industry.

Keywords: employee performance, indonesia, stress, textile Industry, work conflict

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INTRODUCTION

In the contemporary era of globalization, characterized by rapid industrial development, Indonesia has witnessed the emergence of a diverse range of enterprises, spanning from micro to large-scale establishments, notably including the textile industry. Within this dynamic context, companies are compelled to adapt to evolving business environments, necessitating agile and effective responses to ensure sustained progress (Ing et al. 2022). Central to the success and evolution of these enterprises is the pivotal role played by workforce productivity (Mangkunegara, 2023). Workforce productivity, defined as the efficiency and effectiveness with which labor inputs are utilized to produce goods and services, stands as a cornerstone of organizational performance and competitiveness (Effendi, 2023).

In an era marked by intense market competition and technological disruption, organizations across industries are compelled to optimize their human resources to drive innovation, meet customer demands, and achieve sustainable growth (Saputro et al. 2020). The establishment of performance benchmarks and the consequent pursuit of these targets underscore the intrinsic motivation within organizational frameworks. However, the inability of human resources to acclimatize to shifting environmental dynamics can engender conflicts and stressors, impeding employee performance (Hamid & Mukzam, 2021). Employee Performance refers to the execution of job responsibilities, encompassing both the quality and quantity of work accomplished by an employee in accordance with their assigned duties (Samsuddin et al. 2023). Motivation, according to Robbins (2021) the process that explains the intensity, direction, and persistence of someone's effort in achieving their goals. McEwen and Akil (2020) posit that stress is the body's adaptive response to real or perceived threats, triggering heightened physiological and psychological activities aimed at effectively coping with the stressor. This response involves a complex interplay of biological and psychological mechanisms that mobilize resources to address the perceived challenge or threat, thereby facilitating the individual's ability to manage and adapt to stressful situations. Human resources possess feelings, desires, thoughts, status, and educational backgrounds that they bring into a corporate organizational environment (Rumampuk et al. 2022). Higher levels of conflict experienced by employees lead to decreased performance (Mustamim et al. 2020).

According to Flippo's theory in Personnel Management, workplace conflict arises from differences in individuals' values, interests, and objectives within an organization, which can lead to disputes, misunderstandings, and tension (Flippo, 1984). Flippo explains that such conflicts can disrupt cooperation and negatively impact organizational performance if not properly managed. This aligns with Sari (2023) definition of workplace conflict as disagreements between individuals or groups involving differing opinions, values, or interests, highlighting how unaddressed conflict can hinder teamwork and organizational effectiveness. This decline is attributed to differing opinions among employees at all levels, increased job demands, strict company policies, external challenges, and a lack of tolerance from colleagues. During a person's career, acquiring skills through training has been shown to positively impact stress outcomes and reduce strain, promoting early engagement in educational programs (Rathi et al. 2022). These factors collectively constitute what is referred to as work conflict (Yuliana et al. 2019).

The progress and success of a company heavily rely on the productivity of its human resources (Yliana et al. 2021). The study titled 'Analisis Pengaruh Konflik Kerja dan Stres Kerja Terhadap Kinerja Karyawan PT. Penerbit Erlangga Cabang Yogyakarta' by Yuliana et al. holds significant academic weight, serving as a cornerstone in this article's development and contributing to ongoing scholarly discourse on the impact of work conflict and stress on employee performance.

Moreover, the impact of work stress on employee performance cannot be understated. Stress, as a dynamic condition characterized by the perception of uncertainty and significance in outcomes, presents a complex interplay of challenges and opportunities (Anitha, 2021). This situation can heighten stress levels and perceptions of conflict regarding work-life roles, potentially boosting performance (Tamunomiebi et al. 2020). While often discussed within a negative context, stress also holds positive implications. From an organizational management perspective, there may be a threshold level of indifference towards employees experiencing low to moderate stress levels (Chen et al. 2022). Stress manifests through various dimensions, including emotional pressure, cognitive

strain, and disengagement from task execution (Attia et al. 2022). The adverse consequences of work stress, encompassing physiological, psychological, and behavioral symptoms, further underscore its impact on employee performance (Iskamto, 2021).

The Indonesian textile industry is both competitive and labor-intensive, requiring high productivity to sustain profitability. This study examines two central variables work conflict and work stress which are directly linked to employee performance, particularly in production roles. Work conflict, often arising from interpersonal and task-based disagreements, impacts teamwork and reduces coordination if unresolved, ultimately lowering productivity (Flippo, 1984). Work stress, stemming from pressures like workload and external demands, can increase focus temporarily but often leads to negative physiological and psychological outcomes that reduce long-term job performance. Investigating these variables is crucial to developing effective strategies for minimizing conflict and managing stress. By addressing these issues, the study aims to foster healthier work environments, thereby improving both employee performance and industry resilience.

Sukabumi Regency stands out as a region with a high demand for female labor, driven by low regional minimum wages and ample land for industrial growth. The garment industry has flourished here, evidenced by data from the Sukabumi Regency Central Statistics Agency (BPS) indicating a significant production output of IDR12,133,470,460, involving 54 companies and 70,725 workers (BPS, 2020). Despite this, due to their limited education levels, many workers are confined to production operator roles, particularly at PT. Lotus Indah Textile Industries. Consequently, despite their hard work, their output remains modest, resulting in reduced employee performance within the company.

Insights gleaned from interviews with managers at PT. Lotus Indah Textile Industries have unveiled a prevalent challenge faced by production personnel: the inability to effectively discharge their responsibilities due to recurrent errors, notably in sewing consistency. These shortcomings yield outcomes that fall short of the stringent quality benchmarks established by the organization (Wahyuni & Ikhwan, 2022). Given the company's operational focus on production, wherein employee performance is pivotal for attaining organizational goals, the ramifications of these errors are notably pronounced (Table 1).

Based on the table above obtained from the Production Department of PT. Lotus Indah Textile Industries, it is apparent that a considerable number of employees at PT. Lotus Indah Textile Industries have experienced a decline in performance quality. In light of the aforementioned background, the researcher undertakes a study in the field of human resources titled "Impact of Conflict And Stress Management on Employee Performance In Indonesia's Textile Industry".

Table 1. Employee performance in the production department

Parts	Excellent		Good		Poor		Total		Total (Overall)
	M	F	M	F	M	F	M	F	
STITCH 1	5	6	3	5	4	7	12	18	30
STITCH 2	3	6	7	5	6	5	16	16	32
STITCH 3	5	5	4	6	5	5	14	16	30
STITCH 4	5	7	5	7	3	9	14	23	37
STITCH 5	4	6	6	5	6	5	16	16	32
STITCH 6	3	8	3	5	6	9	12	22	34
STITCH 7	5	4	3	8	5	5	13	17	30
SEQUIN	3	4	5	6	3	5	11	15	26
PACKING	1	4	3	8	5	7	9	19	28
EMBROIDERY	2	3	5	4	5	6	12	13	25
CUTTING	2	6	3	6	5	9	10	21	31
STAFF	3	6	5	7	8	7	16	20	36
Total	106		124		141		155	216	371
Percentage	28.6%		33.4%		38%				

METHODS

This study adopts a quantitative methodology, utilizing descriptive and associative approaches, consistent with the insights of Sugiyono (2023). Descriptive research, as delineated by Sugiyono (2023), entails the examination of individual variable values in isolation or in conjunction, devoid of comparative analysis. Conversely, associative research aims to elucidate relationships between two or more variables. Drawing upon Sugiyono's perspectives, it is inferred that the descriptive and associative research methods are suitable for elucidating one or more variables without engaging in comparative analysis, with the objective of uncovering relationships between variables. The units of analysis in this study are conflict and job stress concerning employee performance at PT. Lotus Indah Textile Industries.

The research model serves as an abstraction of existing realities or phenomena under investigation. Aligned with the chosen article title, "Impact of Conflict And Stress Management on Employee Performance In Indonesia's Textile Industry", the population under scrutiny comprises production department employees at PT. Lotus Indah Textile Industries, totaling 371 individuals. Sampling focuses on production department employees within the organizational context of PT. Lotus Indah Textile Industries, utilizing purposive sampling methodology. This method considers field conditions such as distance, weather, and available time during the data collection process from respondents.

Statistical tests incorporated in this study encompass validity and reliability testing, normality testing, and hypothesis testing. Data collection techniques include both primary and secondary data sources. Analysis techniques encompass model feasibility analysis, Pearson Product-Moment Correlation, coefficient of determination, and multiple linear regression analysis. The research methodology encompasses data collection, processing, and analysis techniques, reflecting the systematic approach employed in data interpretation and investigation.

The sample consisted of 192 employees from the production department at PT. Lotus Indah Textile Industries. Using purposive sampling, the study targeted employees with direct experience in production processes to ensure that collected data is relevant to the research objectives. This sampling method was selected to align with logistical constraints such as time and accessibility, ensuring the data accurately represents the employee population involved in production activities.

To collect data on workplace conflict, stress, and employee performance, a structured questionnaire was developed specifically for this study. This approach was chosen to capture data directly relevant to the textile industry context, given that many existing questionnaires focus on general workplace dynamics rather than the particular demands of a production environment. The questionnaire items were based on published research, drawing on established frameworks such as those discussed in Flippo (1984) and Sugiyono (2023) for workplace stress and conflict measurement. The adaptation of these frameworks allowed for the inclusion of questions relevant to both inter-employee conflicts and stress factors associated with high-output, labor-intensive production settings.

The questionnaire included modifications to standard items found in published questionnaires to better suit the unique characteristics of a textile production environment. Key adaptations included rephrasing questions to reflect specific job roles and adjusting language to improve comprehension among respondents. For instance, questions were tailored to reflect scenarios such as task conflicts and workload pressures that are commonly experienced in production lines. These adjustments were made to ensure that the data collected would provide meaningful insights specific to this industry.

To ensure validity and reliability, the questionnaire underwent a pilot study involving a small group of production employees. Feedback from this pilot study helped identify any ambiguous questions and allowed for refinement to improve clarity and relevance. Additionally, reliability testing was conducted using Cronbach's Alpha, with results indicating strong internal consistency across the questionnaire items (Cronbach's Alpha values: Conflict = 0.891, Stress = 0.609, and Employee Performance = 0.678). This confirmed that the adapted questionnaire was suitable for assessing the variables of interest within this specific context.

Performance, as articulated by Ghiselli and Brown (as cited in Iqbal, 2020), refers to the level of achievement an individual attains in fulfilling their work responsibilities, with an emphasis on individual

accomplishments rather than comparative benchmarks. This nuanced interpretation underscores the complexity of evaluating performance, highlighting individual success within the context of specific roles and duties (Erwandari et al. 2020).

This study is grounded in established theoretical frameworks that examine the relationship between workplace dynamics and employee performance. Specifically, it draws on Organizational Behavior Theory, which emphasizes how factors such as work conflict and stress influence individual productivity and overall organizational efficiency. According to Flippo's theory on organizational efficiency, unresolved work conflict disrupts team cohesion and hampers productivity, particularly in environments like the textile industry, where teamwork and coordination are essential (Flippo, 1984).

The study also aligns with Stress Theory, which highlights the dual nature of stress in the workplace. While moderate stress can enhance focus, excessive stress leads to physical and mental strain, ultimately decreasing job performance. Addressing these theoretical perspectives, this research critically examines work conflict and stress as key variables impacting employee output, with the aim of informing strategies that could foster healthier and more productive work environments in the Indonesian textile industry.

The present study aims to explore and analyze the intricate dynamics explored in "Impact of Conflict And Stress Management on Employee Performance In Indonesia's Textile Industry." Grounded in the overarching framework of Human Resource Management, as elucidated by Mathis and Jackson (2020), this research seeks to investigate the collective value embodied by the organization's workforce, encompassing their diverse competencies, knowledge domains, skill sets, life experiences, and motivational factors.

Within this theoretical construct, the central focus revolves around the interaction between conflict, job-related stress, and employee performance. Through a meticulous examination of these components, the study endeavors to illuminate the underlying mechanisms influencing employee performance outcomes within the Indonesian textile sector. As shown in Figure 1, the research paradigm illustrates the theoretical framework connecting work conflict and work stress as independent variables affecting employee performance as the dependent variable. According to Flippo's theory on organizational behavior, unresolved work conflict and high stress levels disrupt team cohesion and can lead to decreased performance, which is particularly relevant in the teamwork-intensive environment of the textile industry. Figure 1 visually organizes these relationships, supporting the study's aim of exploring the negative and positive impacts that work conflict and stress can have on performance.

Conflict (X1)
1. Disputes or controversies
2. Tension from personal issues
3. Divergent visions in work
4. Differences of opinion
5. Discrepancies in determining the causes of issues
6. Discrepancies in identifying solutions to problems
7. Discrepancies in determining conflict resolution strategies
8. Emotional conflicts
9. Personal disputes
10. Mental exhaustion from work
(Flippo, as cited in Sari, 2023)

Work Stress (X2)
1. Physiological symptoms
2. Psychological symptoms
3. Behavioral symptoms
(Robbins, as cited in Iqbal, 2020)

Work Stress (Y)
1. Quality and quantity
2. Timeliness
3. Cost effectiveness
4. Independence
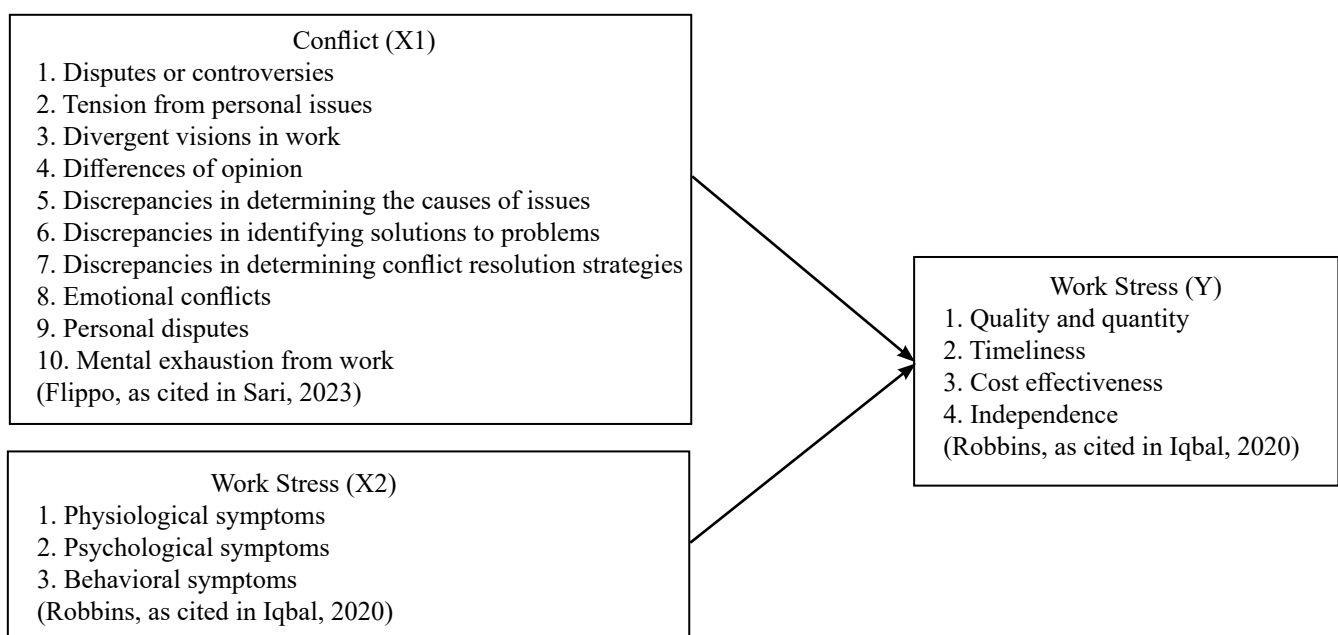(Robbins, as cited in Iqbal, 2020)

Figure 1. Research Paradigm

In the realm of research inquiry, hypotheses function as tentative propositions aimed at addressing research inquiries, often manifested as interrogative statements within problem formulations (Sugiyono, 2023). Drawing from the conceptual underpinnings and antecedent scholarly investigations delineated earlier, the researcher formulates the subsequent hypotheses:

H1: The presence of conflict exerts an influence on employee performance.

H2: Job stress exerts an influence on employee performance.

To determine the appropriate sample size, we applied the Yamane, T. (1973) formula for finite populations, which provides a reliable calculation based on a desired margin of error and confidence level. The formula is as follows:

$$n = N/(1+Ne^2)$$

N= 371 (total population)

e = 0.05 (margin of errors)

$n = 371/(1+371 \times 0.05^2)$
$n = 371/(1+0.9275)$
$n = 371/1.9275 = 192$ participants

RESULTS

The study involves 192 participants employed in the production department of PT. Lotus Indah Textile Industries, encompassing both male and female employees. Prior to assessing validity, questionnaire data underwent analysis using SPSS 26 software. The resulting findings are presented in the Table 2.

Table 2. Results of Conflict Validity Test (X1)

No. Item	r Statistic	r Critical	Decision
1	0,668	0,3	Valid
2	0,692	0,3	Valid
3	0,697	0,3	Valid
4	0,591	0,3	Valid
5	0,747	0,3	Valid
6	0,688	0,3	Valid
7	0,759	0,3	Valid
8	0,777	0,3	Valid
9	0,754	0,3	Valid
10	0,773	0,3	Valid

The examination of the presented table elucidates the intricate relationship between each individual item's score and the aggregate total score. Specifically, the correlation coefficient between the score of item number one and the total score is determined to be 0.668. Similarly, the correlation coefficient between the score of item number two and the total score is calculated to be 0.692, maintaining a consistent trend across subsequent items.

Further analysis reveals that item number three exhibits a correlation coefficient of 0.697, followed by item number four with a correlation coefficient of 0.591, item number five with a correlation coefficient of 0.747, item number six with a correlation coefficient of 0.688, item number seven with a correlation coefficient of 0.759, item number eight with a correlation coefficient of 0.777, item number nine with a correlation coefficient of 0.754, and item number ten with a correlation coefficient of 0.773. Notably, all items demonstrate correlation coefficients above the established threshold of 0.3, indicating their robust validity within their respective variables.

Moreover, upon closer examination, it is discerned that item number eight boasts the highest validity coefficient of 0.777, underscoring its substantial association with the total score. Conversely, item number four displays the lowest validity coefficient of 0.591, suggesting a relatively weaker relationship with the overarching construct. Consequently, these comprehensive findings affirm the thorough evaluation of each item's validity, thereby validating their suitability for subsequent data analysis and interpretation.

As demonstrated in Table 3, the work stress validity test results illustrate the statistical significance of each item, indicating the robustness of the construct's measurement. The item exhibiting the highest validity is item number three, demonstrating a correlation coefficient of 0.715, whereas the lowest validity is observed in item number seven, with a correlation coefficient of 0.315. Consequently, these findings suggest the suitability of the research items for inclusion in subsequent data analyses.

As shown in Table 4, the validity test results confirm that each item meets the required threshold for inclusion, with all correlation coefficients surpassing the critical value of 0.3. The item demonstrating the highest validity is item number two, exhibiting a correlation coefficient of 0.645, whereas the lowest validity is observed in item number eight, with a correlation coefficient of 0.421. These findings collectively suggest the applicability of the research items for further data analysis.

To assess reliability, the researcher utilized SPSS 26 software. As shown in Table 5, the reliability test for the Conflict variable (X1) resulted in a Cronbach's Alpha coefficient of 0.891, surpassing the critical threshold of 0.6. This high reliability denotes a strong state of reliability, affirming the appropriateness and suitability of the Conflict variable items for further analytical endeavors.

As shown in Table 6, the reliability test for the Work Stress variable (X2) produced a Cronbach's Alpha coefficient of 0.609, which exceeds the critical threshold of 0.6. This result underscores the reliability of the Work Stress items, confirming their suitability for subsequent analyses.

Based on the data presented in Table 7, the reliability test for the Employee Performance variable (Y) resulted in a Cronbach's Alpha coefficient of 0.678, which surpasses the minimum threshold of 0.6, indicating acceptable reliability. This suggests that the items used to measure Employee Performance are consistent and reliable for capturing the intended concept. As a result, these items are considered suitable for further analysis, lending confidence to the accuracy and relevance of insights derived from this variable in the study.

From the Figure 2, it is evident that the data with Normal P-P Plot for the Conflict (X1) and Work Stress (X2) variables on Employee Performance (Y) utilized are distributed normally or approximating normality.

As shown in Table 8, the model summary provides key statistics on the relationship between conflict, work stress, and employee performance. The correlation coefficient (R) of 0.714 indicates a strong positive relationship. The R Square value of 0.510 suggests that approximately 51% of the variation in employee performance can be explained by the independent variables, conflict and work stress, included in the model. The Adjusted R Square value of 0.505 adjusts this percentage for the number of predictors in the model, giving a more accurate measure. The Standard Error of the Estimate is 2.19757, indicating the average distance that the observed values fall from the regression line. The results from the table above indicate that the obtained value of R is 0.714

Table 3. Result of Work Stress Validity Test (X2)

No. Item	r Statistic	r Critical	Decision
1	0,623	0,3	Valid
2	0,673	0,3	Valid
3	0,715	0,3	Valid
4	0,468	0,3	Valid
5	0,443	0,3	Valid
6	0,509	0,3	Valid
7	0,315	0,3	Valid

Table 4. Result of employee performance validity test (Y)

No. Item	r Statistic	r Critical	Decision
1	0,618	0,3	Valid
2	0,645	0,3	Valid
3	0,619	0,3	Valid
4	0,622	0,3	Valid
5	0,467	0,3	Valid
6	0,476	0,3	Valid
7	0,528	0,3	Valid
8	0,421	0,3	Valid

Table 5. Reliability Test Results of Conflict (X1)

Reliability Statistics	
Cronbach's Alpha	N of Items
.891	10

Table 6. Reliability Test Results of Work Stress (X2)

Reliability Statistics	
Cronbach's Alpha	N of Items
.609	7

Table 7. Reliability Test Results of the Employee Performance variable (Y)

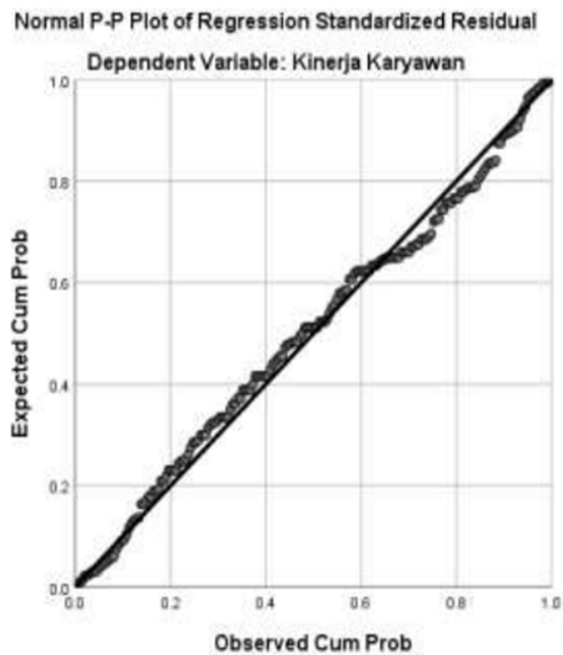| Reliability Statistics	
Cronbach's Alpha	N of Items
.678	8

Figure 2. The Normality Test Results between Conflict (X1) and Work Stress (X2) on Employee Performance (Y)

Based on the correlation coefficient in Table 9, the calculated correlation yields a value of 0.714 with a confidence level of 95% and a significance level of $\alpha=0.05$. This value falls within the category of 0.60 – 0.799, indicating a strong relationship between Conflict (X1) and Work Stress (X2) with Employee Performance (Y).

Based on the computations presented in the Table 10, the computed F statistic for the effects of Conflict (X1) and Work Stress (X2) on Employee Performance (Y) yielded a value of 98.513. With a significance level set at 5% ($\alpha = 0.05$), and considering the degrees of freedom for the numerator (k) and denominator [(n - k - 1) = 192-2-1 = 189], the F statistic is then compared to the critical F value. This comparison yields a critical F value of 3.89. Analysis of the table results reveals that the computed F statistic exceeds the critical F value, with a computed F statistic of 95.513 > critical F value of 3.89. Consequently, the hypothesis is deemed acceptable and suitable for elucidating the studied dependent variable, given that the computed F statistic > F critical.

Managerial Implication

The research underscores the substantial impact of work conflict and stress on employee performance, indicating that these factors account for 51% of the variance in performance levels. This finding suggests that addressing work conflict and stress is essential for maintaining high productivity and employee well-being, particularly in Indonesia's textile sector. Managers should prioritize comprehensive conflict resolution and stress management programs to mitigate these adverse effects. Strategies could include regular training sessions in conflict management, establishing clear communication channels, and providing mental health resources. Such programs help create a supportive environment where employees feel valued, which can alleviate stress, improve job satisfaction, and foster a positive organizational culture.

Additionally, promoting a work environment that values employees' contributions can reduce stress and positively impact performance. By proactively addressing conflict and stress, managers not only enhance productivity but also reduce turnover, contributing to a sustainable competitive advantage within the highly competitive textile industry.

This study does have limitations, as it focuses on a single organization, potentially limiting the generalizability of findings to other sectors or companies. Future studies could address this limitation by expanding the sample to include additional textile companies to gain a broader understanding of how conflict and stress influence performance across diverse organizational settings. Longitudinal studies may also explore the long-term impact of stress on performance and assess other factors not covered here, such as cultural differences in conflict perception and stress responses. Further research might test specific interventions, such as flexible scheduling or mindfulness programs, which could prove effective in reducing stress in labor-intensive environments

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The findings of this study confirm a significant relationship among work conflict, stress, and employee performance in Indonesia's textile industry. Specifically, the results demonstrate that both work conflict and stress contribute substantially to performance outcomes among production department employees at PT. Lotus Indah Textile Industries, accounting for 51% of the variation in performance levels. This aligns with existing literature, which indicates that unresolved

conflict and excessive stress are critical factors that can hinder productivity, especially in labor-intensive environments (Yuliana et al. 2019; Sari, 2023).

Impact of Work Conflict on Performance: The study reaffirms that work conflict, arising from interpersonal and task-based disagreements, has a negative impact on performance. This finding is consistent with Organizational Behavior Theory, which suggests that unresolved conflicts disrupt team cohesion, reduce collaboration, and impair productivity, particularly in settings where tasks are interdependent, such as textile production. Addressing task conflicts and improving communication channels may help mitigate these negative effects, as demonstrated in similar studies within labor-intensive sectors.

Impact of Work Stress on Performance: The study also highlights the detrimental effects of work stress on employee performance. High stress levels, often resulting from demanding workloads and physical strain, were found to impair focus and decrease efficiency. This finding supports prior research that emphasizes the need for organizations to implement stress management programs, especially in industries where work demands are high (Anitha, 2021). By managing stress effectively, organizations can help maintain employee well-being and reduce turnover, leading to a more sustainable workforce.

Managerial Implications and Recommendations: Based on these findings, it is recommended that management prioritize conflict resolution and stress reduction strategies. Implementing regular conflict management training, establishing support systems, and providing resources for stress management can help alleviate these challenges. These efforts not only enhance productivity but also foster a healthier and more resilient workforce, essential for long-term success in the competitive textile industry.

In summary, the findings underscore the significant influence of conflict and work stress on employee performance within the organizational context of PT. Lotus Indah Textile Industries. By addressing these factors proactively and leveraging insights from academic literature, organizations can cultivate a supportive work environment conducive to employee well-being and organizational success.

Table 8. Correlation Coefficients for Conflict (X1) and Work Stress (X2) on Employee Performance (Y)

		Model Summary[b]		
Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.714	.510	.505	2.19757

a. Independent Variables: (Constant), Work Stress, Conflict
b. Dependent Variable: Employee Performance

Table 9. Correlation coefficient according to guilford's theory

Ordinal Coefficient	Level of Relationship
0.00 - 0.199	Very Low
0.20 - 0.399	Low
0.40 - 0.599	Moderate
0.60 - 0.799	Strong
0.80 - 1.000	Very Strong

Table 10. Model Suitability Test Results

		ANOVA[a]				
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	951.502	2	475.751	98.513	.000[b]
	Residual	912.743	189	4.829		
	Total	1864.245	191			

a. Dependent Variable: Employee Performance
b. Independent Variables: (Constant), Work Stress, Conflict

Recommendations

To enhance the study's relevance and reach broader conclusions, future research should expand the sample to include multiple companies across the textile industry, reducing the limitations of a single-case study and providing a more comprehensive perspective on employee performance factors. Exploring workplace stress and conflict dynamics in other labor-intensive sectors, like manufacturing and agriculture, would identify common and unique challenges across industries.

Further, examining cultural impacts on stress and conflict management could foster culturally-sensitive approaches in diverse workplaces. Longitudinal studies would shed light on the long-term effects of stress on employee well-being, while assessing automation's influence on job expectations could reveal its impact on stress levels. Finally, testing interventions such as flexible scheduling, peer support, and mindfulness programs may offer practical strategies to enhance employee resilience and reduce workplace stress across similar industries.

CONFLICTS OF INTEREST: The authors declare no conflict of interest.

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