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## APPENDIX A: QUESTIONNAIRE

Dear Respondent,

I am Selina Tantri, a student at UPH Medan Campus. Currently conducting research with the title "**The Influence of Work Conflict, Work Stress and Work Environment Towards Employee Performance at PT Inti Sukses Insani in Riau**" as one of the final assignment requirements. Therefore, I need to request your participation in filling out the questionnaire below.

Thank you for your time and attention.

1. Age
  - a. 18-28
  - b. 29-55
2. Gender
  - a. Male
  - b. Female

Respondents can provide answers by selecting one of the columns below. For each question there are 5 types of answers based on the Likert scale technique, namely:

- 1: Strongly disagree
- 2: Disagree
- 3: Neutral
- 4: Agreed
- 5: Strongly Agree

No	Statement	Alternative Answer				
<b>Work Conflict</b>						
1.	As an employee, I feel that work coordination must be carried out so as not to cause conflict	1	2	3	4	5
2.	As an employee, I feel communication is important so as not to cause work conflict					
3.	As an employee, I feel that task dependency for employees is unfair to other employees					
4.	As an employee, I feel that differences in perception must be taken seriously so as not to cause conflict					
5.	As an employee, I feel that competition between employees is very fierce in order to get praise from my superiors					
<b>Work Stress</b>						
1.	As an employee, I feel that workload is something that makes employees work excessively					
2.	As an employee, I feel that the leader's attitude is measured by the employee's perception of the leader's unfair attitude in providing work.					
3.	As an employee, I feel that working time is an employee's perception of excessive working time.					
4.	As an employee, I feel that conflict can occur between employees and leaders					
5.	As an employee, I feel the value of communication is measured by the lack of good communication between employees					
<b>Work Environment</b>						
1.	As an employee, I feel that a lack of information can make work irregular and inconsistent					
2.	As an employee, I feel that good air circulation will improve employee welfare					
3.	As an employee, I feel that noise can interfere with worker performance					
4.	As an employee, I feel that a clean workplace will improve the employee's mood					
5.	As an employee, I feel good security is important for the safety of workers					
<b>Employee Performance</b>						
1.	As an employee, I feel that the quality of work is measured by the employee's perception of the quality of the work produced and the perfection of tasks regarding the employee's skills and abilities					
2.	As an employee, I feel that the amount of work produced is expressed in the number of units, the number of activity cycles completed.					
3.	As an employee, I feel that the level of punctuality is determined by maximizing the time available between other activities					
4.	As an employee, I feel that energy, money and technology have an influence on employee work performance					
5.	As an employee, I feel commitment to work together and responsibility is something important					

*Responden yang terhormat,*

*Saya Selina Tantri, mahasiswa UPH Kampus Medan. Saat ini sedang melakukan penelitian dengan judul “**The Influence of Work Conflict, Work Stress and Work Environment Towards Employee Performance at PT Inti Sukses Insani in Riau**” sebagai salah satu persyaratan tugas akhir. Oleh karena itu, dengan rendah hati saya mohon partisipasi anda untuk mengisi kuisisioner berikut.*

*Terima kasih atas waktu dan perhatian anda*

1. *Usia*

a. *18-28*

b. *29-55*

2. *Jenis Kelamin*

a. *Pria*

b. *Wanita*

*Responden dapat memberikan jawaban dengan memilih salah satu kolom di bawah ini.*

*Setiap soal terdapat 5 jenis jawaban berdasarkan teknik skala likert, yaitu:*

*1: Sangat tidak setuju*

*2: Tidak setuju*

*3: Netral*

*4: tidak setuju*

*5: Sangat Setuju*

No	Statement	Alternative Answer				
<b>Work Conflict</b>						
1.	<i>Sebagai karyawan, saya merasa koordinasi kerja harus dijalankan agar tidak menimbulkan konflik</i>	1	2	3	4	5
2.	<i>Sebagai karyawan, saya merasa komunikasi penting agar tidak menimbulkan konflik kerja</i>					
3.	<i>Sebagai karyawan, saya merasa ketergantungan tugas bagi karyawan tidak adil bagi karyawan lainnya</i>					
4.	<i>Sebagai karyawan, saya merasa perbedaan persepsi harus ditanggapi dengan serius agar tidak menimbulkan konflik</i>					
5.	<i>Sebagai karyawan, saya merasa persaingan antar karyawan sangat sengit demi mendapatkan pujian dari atasan</i>					
<b>Work stress</b>						
1.	<i>Sebagai karyawan, saya merasa beban kerja adalah hal yang membuat karyawan bekerja secara berlebihan</i>					
2.	<i>Sebagai karyawan, saya merasa Sikap pemimpin, diukur dari persepsi pegawai terhadap sikap pemimpin yang tidak adil dalam memberikan pekerjaan.</i>					
3.	<i>Sebagai karyawan, saya merasa Waktu kerja adalah dari persepsi karyawan terhadap waktu kerja yang berlebihan.</i>					
4.	<i>Sebagai karyawan, saya merasa konflik bisa terjadi di antara pegawai dan pemimpin</i>					
5.	<i>Sebagai karyawan, saya merasa nilai suatu komunikasi diukur dari kurang baiknya komunikasi antar karyawan</i>					
<b>Work environment</b>						
1.	<i>Sebagai karyawan, saya merasa kurangnya informasi dapat membuat pekerjaan menjadi tidak teratur dan konsisten</i>					
2.	<i>Sebagai karyawan, saya merasa sirkulasi udara yang baik akan meningkatkan kesejahteraan karyawan</i>					
3.	<i>Sebagai karyawan, saya merasa kebisingan dapat mengganggu kinerja pekerja</i>					
4.	<i>Sebagai karyawan, saya merasa kebersihan tempat kerja yang bersih akan meningkatkan mood karyawan</i>					
5.	<i>Sebagai karyawan, saya merasa keamanan yang baik penting bagi keselamatan para pekerja</i>					
<b>Employee performance</b>						
1.	<i>Sebagai karyawan, saya merasa kualitas kerja diukur dari persepsi pegawai terhadap kualitas pekerjaan yang dihasilkan dan kesempurnaan tugas terhadap keterampilan dan kemampuan pegawai</i>					
2.	<i>Sebagai karyawan, saya merasa jumlah pekerjaan yang dihasilkan dinyatakan dalam jumlah unit, jumlah siklus aktivitas yang diselesaikan.</i>					
3.	<i>Sebagai karyawan, saya merasa tingkat ketepatan waktu ditentukan dari waktu yang dimaksimalkan antara waktu yang tersedia dengan kegiatan lain</i>					
4.	<i>Sebagai karyawan, saya merasa, tenaga, uang dan teknologi berpengaruh dalam performa kerja karyawan</i>					
5.	<i>Sebagai karyawan, saya merasa komitmen bekerja sama dan tanggung jawab adalah sesuatu yang penting</i>					

## APPENDIX B: QUESTIONNAIRE TABULATION DATA

W C1	W C2	W C3	W C4	W C5	W S1	W S2	W S3	W S4	W S5	W E1	W E2	W E3	W E4	W E5	E P1	E P2	E P3	E P4	E P5
3	3	4	4	4	4	3	3	3	3	5	5	3	3	3	2	4	5	3	5
2	2	3	3	2	3	3	2	3	3	2	3	2	2	2	2	3	3	1	3
3	3	3	3	4	4	4	3	4	4	3	5	3	5	4	3	4	3	3	3
2	2	3	3	2	2	3	2	3	3	2	2	2	2	1	2	3	2	2	2
3	3	3	3	4	4	5	5	4	3	3	3	3	3	4	5	5	4	3	3
3	3	4	3	2	2	3	3	2	3	3	3	2	2	3	2	3	3	3	2
3	3	3	3	2	2	3	3	3	3	3	1	2	2	2	1	1	3	3	3
2	2	3	3	1	1	3	2	1	3	3	3	2	2	3	2	1	2	2	3
3	3	3	3	4	4	3	3	4	4	5	5	3	3	4	3	4	3	3	4
3	3	3	3	4	4	3	3	3	3	3	3	3	3	3	3	4	4	4	4
3	4	4	3	3	5	3	3	4	3	3	3	5	3	4	5	3	3	4	4
3	3	2	3	2	2	3	3	1	3	2	2	2	2	3	2	3	3	3	3
3	3	2	2	3	3	4	4	2	2	3	3	2	2	3	2	3	3	1	2
3	4	4	3	3	3	3	4	4	3	3	3	3	3	5	2	4	3	3	3
3	4	4	3	3	4	3	3	4	4	3	4	3	3	5	2	3	3	3	3
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3	3	2	2	3	3	2	2	3	3	1	1	3	3	2	2	3	1	2	1
2	2	2	2	3	4	3	2	3	2	2	2	3	2	1	2	3	2	2	1
4	4	3	3	5	5	4	3	4	3	3	4	4	5	3	4	4	4	3	3
4	4	4	3	5	5	3	3	4	4	5	5	4	4	4	4	5	4	3	3
2	3	2	3	3	3	3	2	3	3	3	3	2	2	2	2	3	2	2	2
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4	4	5	5	5	5	4	5	4	4	3	3	4	4	3	4	5	4	3	5
4	4	4	4	5	5	4	4	3	3	3	3	4	4	3	3	4	4	3	4
2	2	3	2	3	3	2	1	3	2	2	2	3	3	2	2	3	2	3	2
4	4	5	5	4	5	4	4	4	4	3	3	4	4	4	3	4	4	4	3
5	5	4	4	5	5	5	4	4	4	3	3	4	4	3	4	5	4	3	4
4	4	3	3	4	4	4	3	4	4	5	5	4	4	4	3	4	4	5	5
2	2	3	3	3	3	3	2	3	3	3	3	2	2	2	2	3	3	2	2
3	3	3	3	3	3	2	2	3	2	3	3	3	2	2	2	3	3	2	1
4	4	5	4	4	5	4	3	3	3	4	3	4	4	3	3	4	5	3	3
4	4	3	3	4	5	4	4	3	3	3	3	4	4	3	3	4	4	4	4
4	4	4	4	5	5	4	4	3	3	3	3	4	4	3	4	5	5	4	3



# APPENDIX C: SPSS OUTPUT

## C1: Validity Test Result

		Correlations																				TOTAL
		O1	O2	O3	O4	O5	O6	O7	O8	O9	O10	O11	O12	O13	O14	O15	O16	O17	O18	O19	O20	
O1	Pearson Correlation	1	.923**	.512**	.554**	.776**	.703**	.653**	.714**	.428**	.520**	.355**	.291	.715**	.763**	.521**	.605**	.617**	.736**	.625**	.567**	.846**
	Sig. (2-tailed)		.000	.001	.000	.000	.000	.000	.000	.009	.001	.034	.085	.000	.000	.001	.000	.000	.000	.000	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O2	Pearson Correlation	.923**	1	.546**	.535**	.704**	.703**	.598**	.707**	.519**	.537**	.344*	.305	.734**	.715**	.657**	.610**	.576**	.656**	.635**	.561**	.844**
	Sig. (2-tailed)	.000		.001	.001	.000	.000	.000	.001	.001	.040	.070	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O3	Pearson Correlation	.512**	.546**	1	.789**	.427**	.526**	.341*	.482**	.413*	.460**	.370	.259	.586**	.509**	.431**	.414*	.485**	.629**	.417*	.508**	.673**
	Sig. (2-tailed)	.001	.001		.000	.009	.001	.042	.003	.012	.005	.027	.128	.000	.002	.009	.012	.003	.000	.011	.002	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O4	Pearson Correlation	.554**	.535**	.789**	1	.448**	.475**	.516**	.567**	.261	.480**	.310	.220	.442**	.484**	.308	.435**	.503**	.688**	.368*	.561**	.660**
	Sig. (2-tailed)	.000	.001	.000		.006	.003	.001	.000	.124	.003	.066	.197	.007	.003	.068	.008	.002	.000	.027	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O5	Pearson Correlation	.776**	.704**	.427**	.448**	1	.889**	.582**	.603**	.622**	.469**	.397*	.463**	.769**	.801**	.365*	.666**	.829**	.697**	.501**	.512**	.853**
	Sig. (2-tailed)	.000	.000	.009	.008		.000	.000	.000	.000	.004	.016	.004	.000	.000	.029	.000	.000	.000	.002	.001	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O6	Pearson Correlation	.703**	.703**	.526**	.475**	.889**	1	.576**	.569**	.638**	.440**	.336*	.416*	.886**	.752**	.372*	.716**	.777**	.665**	.494**	.483**	.845**
	Sig. (2-tailed)	.000	.000	.001	.003	.000		.000	.000	.000	.007	.044	.012	.000	.000	.026	.000	.000	.000	.002	.003	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O7	Pearson Correlation	.653**	.598**	.341*	.516**	.582**	.576**	1	.797**	.300	.434**	.234	.280	.428**	.568**	.410*	.643**	.584**	.647**	.346*	.500**	.703**
	Sig. (2-tailed)	.000	.000	.042	.001	.000	.000		.000	.075	.008	.169	.098	.009	.000	.013	.000	.000	.000	.039	.002	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O8	Pearson Correlation	.714**	.707**	.482**	.567**	.603**	.569**	.797**	1	.341*	.449**	.224	.193	.484**	.523**	.603**	.604**	.616**	.677**	.448**	.601**	.756**
	Sig. (2-tailed)	.000	.000	.003	.000	.000	.000	.000		.042	.006	.188	.260	.003	.001	.000	.000	.000	.000	.006	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O9	Pearson Correlation	.428**	.518**	.413*	.261	.622**	.638**	.300	.341*	1	.510**	.315	.394*	.592**	.622**	.460**	.528**	.554**	.323	.437**	.381*	.649**
	Sig. (2-tailed)	.009	.001	.012	.124	.000	.000	.075	.042		.001	.061	.017	.000	.000	.005	.001	.000	.055	.008	.022	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O10	Pearson Correlation	.520**	.537**	.460**	.480**	.469**	.440**	.434**	.449**	.510**	1	.418*	.529**	.402*	.524**	.555**	.375*	.435**	.353*	.456**	.585**	.655**
	Sig. (2-tailed)	.001	.001	.005	.003	.004	.007	.008	.006	.001		.011	.001	.015	.001	.000	.024	.008	.035	.005	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O11	Pearson Correlation	.355**	.344*	.370**	.310	.397**	.336*	.234	.224	.315	.418**	1	.796**	.302	.309	.459**	.258	.342*	.561**	.386*	.538**	.556**
	Sig. (2-tailed)	.034	.040	.027	.066	.016	.044	.169	.188	.061	.011		.000	.073	.066	.005	.129	.042	.000	.020	.001	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O12	Pearson Correlation	.291	.305	.259	.220	.463**	.416*	.280	.193	.394*	.529**	.796**	1	.319	.445**	.541**	.339*	.461**	.462**	.278	.465**	.575**
	Sig. (2-tailed)	.085	.070	.128	.197	.004	.012	.098	.260	.017	.001	.000	.000		.058	.007	.001	.043	.005	.005	.101	.004
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O13	Pearson Correlation	.715**	.734**	.586**	.442**	.769**	.886**	.428**	.484**	.592**	.402*	.302	.319	1	.763**	.396*	.724**	.654**	.580**	.625**	.510**	.808**
	Sig. (2-tailed)	.000	.000	.000	.007	.000	.000	.009	.003	.000	.015	.073	.058		.000	.017	.000	.000	.000	.000	.001	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O14	Pearson Correlation	.763**	.715**	.509**	.484**	.801**	.752**	.568**	.523**	.622**	.524**	.309	.445**	.763**	1	.531**	.660**	.678**	.628**	.622**	.566**	.843**
	Sig. (2-tailed)	.000	.000	.002	.003	.000	.000	.000	.001	.000	.001	.066	.007	.000		.001	.000	.000	.000	.000	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O15	Pearson Correlation	.521**	.657**	.431**	.308	.365*	.372*	.410*	.603**	.480**	.555**	.459**	.541**	.396*	.531**	1	.489**	.377*	.463**	.580**	.559**	.680**
	Sig. (2-tailed)	.001	.000	.009	.068	.029	.026	.013	.000	.005	.000	.005	.001	.017	.001		.003	.023	.004	.000	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O16	Pearson Correlation	.605**	.610**	.414*	.435**	.668**	.716**	.643**	.604**	.528**	.375*	.258	.339*	.724**	.660**	.489**	1	.705**	.570**	.503**	.481**	.771**
	Sig. (2-tailed)	.000	.000	.012	.008	.000	.000	.000	.001	.024	.129	.043	.000	.000	.003	.000		.000	.000	.002	.003	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O17	Pearson Correlation	.617**	.578**	.485**	.503**	.829**	.777**	.584**	.616**	.554**	.435**	.342*	.461**	.654**	.678**	.377*	.705**	1	.664**	.387*	.438**	.796**
	Sig. (2-tailed)	.000	.000	.003	.002	.000	.000	.000	.000	.000	.008	.041	.005	.000	.000	.023	.000		.000	.020	.008	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O18	Pearson Correlation	.736**	.656**	.629**	.688**	.697**	.665**	.647**	.677**	.323	.353*	.561**	.462**	.590**	.628**	.463**	.570**	.664**	1	.565**	.681**	.831**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.055	.035	.000	.005	.000	.000	.004	.000	.000		.000	.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O19	Pearson Correlation	.625**	.635**	.417*	.368*	.501**	.494**	.346*	.448**	.437**	.456**	.386*	.278	.625**	.622**	.580**	.503**	.387*	.565**	1	.651**	.696**
	Sig. (2-tailed)	.000	.000	.011	.027	.002	.002	.039	.006	.008	.005	.020	.101	.000	.000	.000	.002	.020	.000		.000	.000
	N	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36	36
O20	Pearson Correlation	.567**	.561**	.508**	.561**	.512**	.483**	.500**	.601**	.381*	.585**	.536**	.465**	.510**	.566**	.559**	.481**	.438**	.681**	.651**	1	.754**
	Sig. (2-tailed)	.000	.000	.002	.00																	

## C2: Reliability Test Result

## 1. Work Conflict (WC)

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
.884	5

## 2. Work Stress (WS)

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
.828	5

## 3. Work Environment (WE)

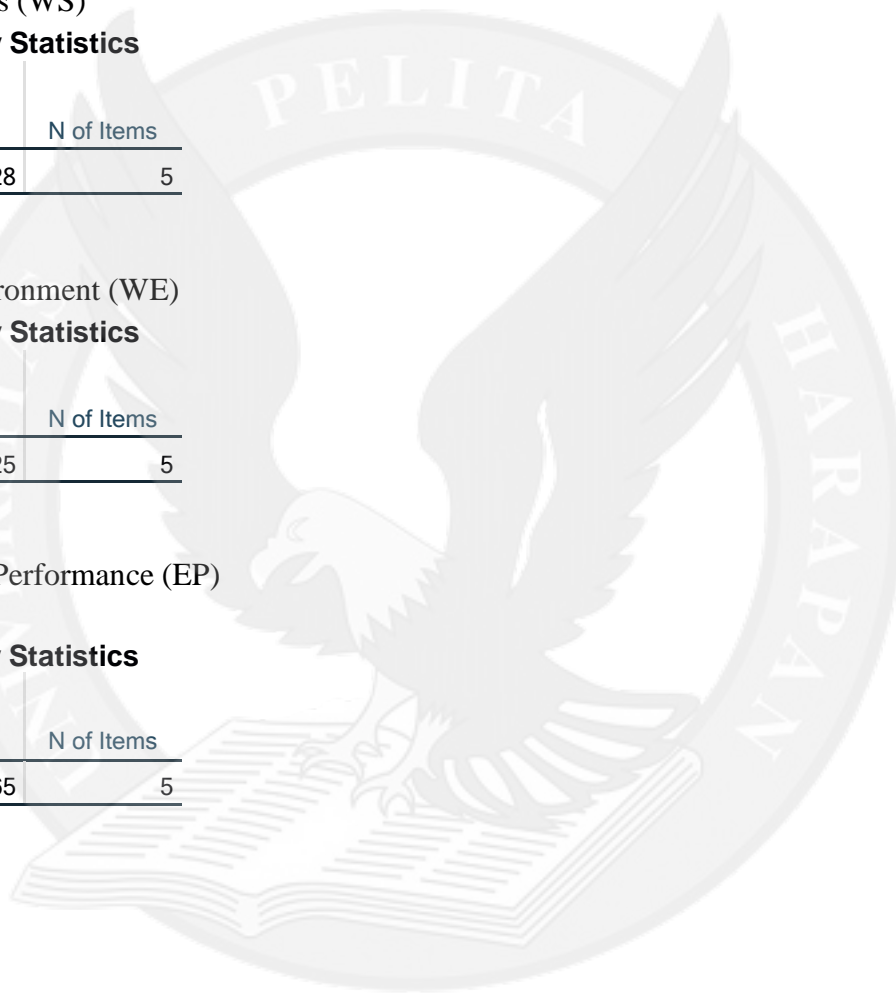
**Reliability Statistics**

Cronbach's	
Alpha	N of Items
.825	5

## 4. Employee Performance (EP)

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
.865	5



## APPENDIX D: DESCRIPTIVE STATISTICS TEST RESULT

### 1. Umur

		AGE			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	25	69.4	69.4	69.4
	2.00	11	30.6	30.6	100.0
Total		36	100.0	100.0	

### 2. Jenis Kelamin

		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.00	21	58.3	58.3	58.3
	2.00	15	41.7	41.7	100.0
Total		36	100.0	100.0	

		Statistics			
		WC	WS	WE	POE
N	Valid	36	36	36	36
	Missing	0	0	0	0
Mean		16.3333	16.4722	15.3611	15.4167
Median		16.0000	16.5000	17.0000	16.5000
Mode		13.00	19.00	17.00	11.00
Std. Deviation		3.57771	3.40995	3.59486	3.96683

## APPENDIX E: CLASSICAL ASSUMPTION TEST RESULT

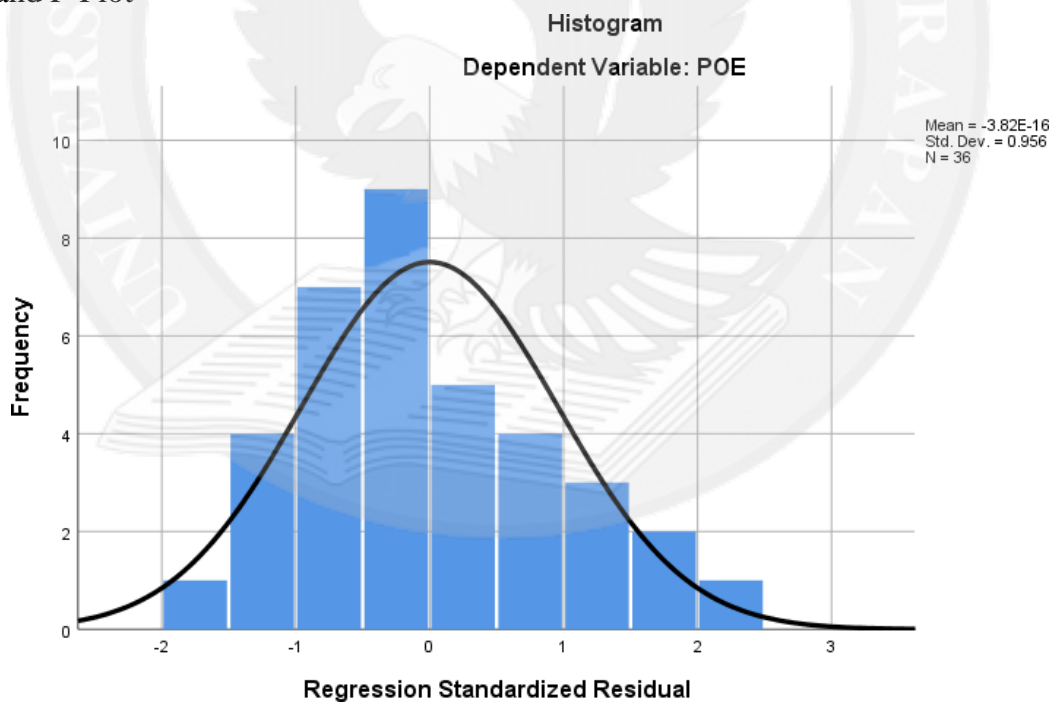
### Normality Test (One-Kolmogorov Smirnov)

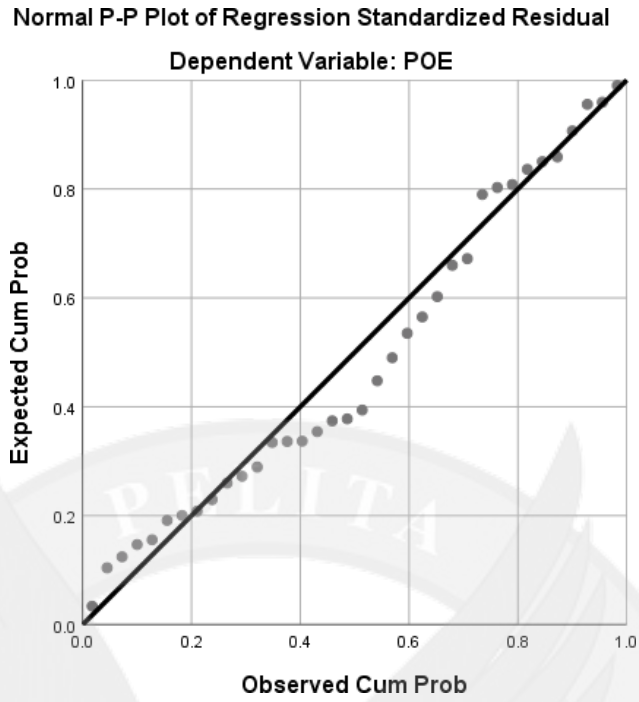
#### One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		36
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	1.64683731
Most Extreme Differences	Absolute	.13
	Positive	.13
	Negative	-.078
Test Statistic		.139
Asymp. Sig. (2-tailed)		.078 <sup>c</sup>

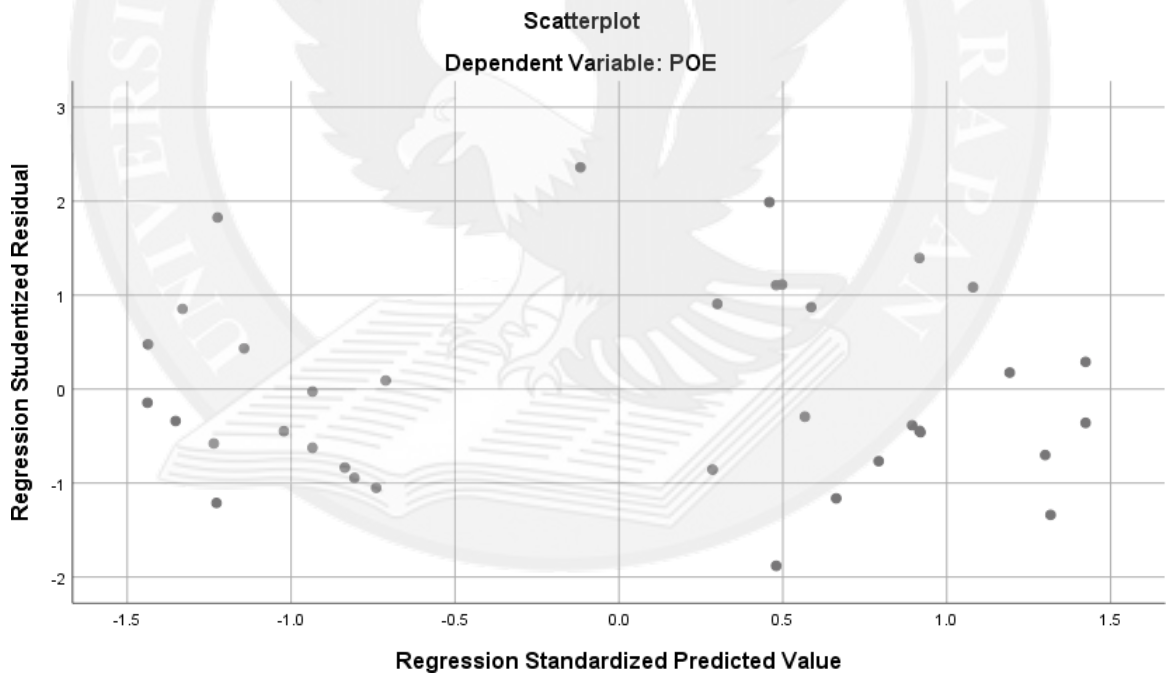
- Test distribution is Normal.
- Calculated from data.
- Lilliefors Significance Correction.

### Histogram and P-Plot





Heteroscedasticity (Scatterplot and Spearman)



### Correlations

			WC	EP
Spearman's rho	WC	Correlation Coefficient	1.000	.832**
		Sig. (2-tailed)	.	.000
		N	36	36
	EP	Correlation Coefficient	.832**	1.000
		Sig. (2-tailed)	.000	.
		N	36	36

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Correlations

			WS	EP
Spearman's rho	WS	Correlation Coefficient	1.000	.822**
		Sig. (2-tailed)	.	.000
		N	36	36
	EP	Correlation Coefficient	.822**	1.000
		Sig. (2-tailed)	.000	.
		N	36	36

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Correlations

			WE	EP
Spearman's rho	WE	Correlation Coefficient	1.000	.716**
		Sig. (2-tailed)	.	.000
		N	36	36
	EP	Correlation Coefficient	.716**	1.000
		Sig. (2-tailed)	.000	.
		N	36	36

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Multicollinearity Test

Model		Coefficients <sup>a</sup>					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	-2.221	1.466		-1.515	.140		
	WC	.397	.173	.358	2.300	.028	.222	4.505
	WS	.345	.183	.296	1.884	.069	.218	4.592
	WE	.356	.132	.323	2.696	.011	.376	2.662

a. Dependent Variable: EP

## Multiple Linear Regression Test

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.221	1.466		-1.515	.140
	WC	.397	.173	.358	2.300	.028
	WS	.345	.183	.296	1.884	.069
	WE	.356	.132	.323	2.696	.011

a. Dependent Variable: EP



## Hypothesis

## T-Test

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-.187	1.613		-.116	.908
	WC	.955	.097	.862	9.900	.000

a. Dependent Variable: EP

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	-.972	1.738		-.559	.580
	WS	.995	.103	.855	9.624	.000

a. Dependent Variable: EP

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	1.473	1.696		.868	.391
	WE	.908	.108	.823	8.437	.000

a. Dependent Variable: EP

## F-Test

**ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	455.827	3	151.942	51.222	.000 <sup>b</sup>
	Residual	94.923	32	2.966		
	Total	550.750	35			

a. Dependent Variable: EP

b. Predictors: (Constant), WE, WC, WS

## Determination Test

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 <sup>a</sup>	.828	.811	1.72230

a. Predictors: (Constant), WE, WC, WS



## APPENDIX F: R TABLE

<i>N</i>	<i>2-tailed Degrees of Freedom = N-2</i>		<i>Significant Level</i>	
			<b>0.05</b>	<b>0.01</b>
1			0.997	0.9999
2			0.950	0.990
3			0.878	0.959
4			0.811	0.917
5			0.754	0.874
6			0.707	0.834
7			0.666	0.798
8			0.632	0.765
9			0.602	0.735
10			0.576	0.708
11			0.553	0.684
12			0.532	0.661
13			0.514	0.641
14			0.497	0.623
15			0.482	0.606
16			0.468	0.590
17			0.456	0.575
18			0.444	0.561
19			0.433	0.549
20			0.423	0.537
21			0.413	0.526
22			0.404	0.515
23			0.396	0.505
24			0.388	0.496
25			0.381	0.487
26			0.374	0.479
27			0.367	0.471
28			<b>0.361</b>	0.463
29			0.355	0.456
30			0.349	0.449
35			0.325	0.418
40			0.304	0.393
45			0.288	0.372
50			0.273	0.354
60			0.250	0.325
70			0.232	0.303
80			0.217	0.283
90			0.205	0.267
100			0.195	0.254

## APPENDIX G: T TABLE

Significant Level								
Degree of freedom	Two-tailed test	0.1	0.05	0.02	0.01	0.005	0.002	0.001
	One-tailed test	0.05	0.025	0.01	0.005	0.0025	0.001	0.0005
1		6.3138	12.7065	31.8193	63.6551	127.3447	318.4930	636.0450
2		2.9200	4.3026	6.9646	9.9247	14.0887	22.3276	31.5989
3		2.3534	3.1824	4.5407	5.8408	7.4534	10.2145	12.9242
4		2.1319	2.7764	3.7470	4.6041	5.5976	7.1732	8.6103
5		2.0150	2.5706	3.3650	4.0322	4.7734	5.8934	6.8688
6		1.9432	2.4469	3.1426	3.7074	4.3168	5.2076	5.9589
7		1.8946	2.3646	2.9980	3.4995	4.0294	4.7852	5.4079
8		1.8595	2.3060	2.8965	3.3554	3.8325	4.5008	5.0414
9		1.8331	2.2621	2.8214	3.2498	3.6896	4.2969	4.7809
10		1.8124	2.2282	2.7638	3.1693	3.5814	4.1437	4.5869
11		1.7959	2.2010	2.7181	3.1058	3.4966	4.0247	4.4369
12		1.7823	2.1788	2.6810	3.0545	3.4284	3.9296	4.3178
13		1.7709	2.1604	2.6503	3.0123	3.3725	3.8520	4.2208
14		1.7613	2.1448	2.6245	2.9768	3.3257	3.7874	4.1404
15		1.7530	2.1314	2.6025	2.9467	3.2860	3.7328	4.0728
16		1.7459	2.1199	2.5835	2.9208	3.2520	3.6861	4.0150
17		1.7396	2.1098	2.5669	2.8983	3.2224	3.6458	3.9651
18		1.7341	2.1009	2.5524	2.8784	3.1966	3.6105	3.9216
19		1.7291	2.0930	2.5395	2.8609	3.1737	3.5794	3.8834
20		1.7247	2.0860	2.5280	2.8454	3.1534	3.5518	3.8495
21		1.7207	2.0796	2.5176	2.8314	3.1352	3.5272	3.8193
22		1.7172	2.0739	2.5083	2.8188	3.1188	3.5050	3.7921
23		1.7139	2.0686	2.4998	2.8073	3.1040	3.4850	3.7676
24		1.7109	2.0639	2.4922	2.7970	3.0905	3.4668	3.7454
25		1.7081	2.0596	2.4851	2.7874	3.0782	3.4502	3.7251
26		1.7056	2.0555	2.4786	2.7787	3.0669	3.4350	3.7067
27		1.7033	2.0518	2.4727	2.7707	3.0565	3.4211	3.6896
28		1.7011	2.0484	2.4671	2.7633	3.0469	3.4082	3.6739
29		1.6991	2.0452	2.4620	2.7564	3.0380	3.3962	3.6594
30		1.6973	2.0423	2.4572	2.7500	3.0298	3.3852	3.6459
31		1.6955	2.0395	2.4528	2.7440	3.0221	3.3749	3.6334
32		1.6939	2.0369	2.4487	2.7385	3.0150	3.3653	3.6218
33		1.6924	2.0345	2.4448	2.7333	3.0082	3.3563	3.6109
34		1.6909	2.0322	2.4411	2.7284	3.0019	3.3479	3.6008
35		1.6896	2.0301	2.4377	2.7238	2.9961	3.3400	3.5912
36		1.6883	2.0281	2.4345	2.7195	2.9905	3.3326	3.5822
37		1.6871	2.0262	2.4315	2.7154	2.9853	3.3256	3.5737
38		1.6859	2.0244	2.4286	2.7115	2.9803	3.3190	3.5657
39		1.6849	2.0227	2.4258	2.7079	2.9756	3.3128	3.5581
40		1.6839	2.0211	2.4233	2.7045	2.9712	3.3069	3.5510

## APPENDIX H: F TABLE

<i>F Distribution: Critical Values of F (0.05 Significant level)</i>										
$V_1/V_2$	1	2	3	4	5	6	7	8	9	10
1	161.45	199.5	215.71	224.58	230.16	233.99	236.77	238.88	240.54	241.88
2	18.51	19	19.16	19.25	19.3	19.33	19.35	19.37	19.39	19.4
3	10.13	9.55	9.28	9.12	9.01	8.94	8.89	8.85	8.81	8.79
4	7.71	6.94	6.59	6.39	6.26	6.16	6.09	6.04	6	5.96
5	6.61	5.79	5.41	5.19	5.05	4.95	4.88	4.82	4.77	4.74
6	5.99	5.14	4.76	4.53	4.39	4.28	4.21	4.15	4.1	4.06
7	5.59	4.74	4.35	4.12	3.97	3.87	3.79	3.73	3.68	3.64
8	5.32	4.46	4.07	3.84	3.69	3.58	3.5	3.44	3.39	3.35
9	5.12	4.26	3.86	3.63	3.48	3.37	3.29	3.23	3.18	3.14
10	4.97	4.1	3.71	3.48	3.33	3.22	3.14	3.07	3.02	2.98
11	4.84	3.98	3.59	3.36	3.2	3.1	3.01	2.95	2.9	2.85
12	4.75	3.89	3.49	3.26	3.11	3	2.91	2.85	2.8	2.75
13	4.67	3.81	3.41	3.18	3.03	2.92	2.83	2.77	2.71	2.67
14	4.6	3.74	3.34	3.11	2.96	2.85	2.76	2.7	2.65	2.6
15	4.54	3.68	3.29	3.06	2.9	2.79	2.71	2.64	2.59	2.54
16	4.49	3.63	3.24	3.01	2.85	2.74	2.66	2.59	2.54	2.49
17	4.45	3.59	3.2	2.97	2.81	2.7	2.61	2.55	2.49	2.45
18	4.41	3.56	3.16	2.93	2.77	2.66	2.58	2.51	2.46	2.41
19	4.38	3.52	3.13	2.9	2.74	2.63	2.54	2.48	2.42	2.38
20	4.35	3.49	3.1	2.87	2.71	2.6	2.51	2.45	2.39	2.35
21	4.33	3.47	3.07	2.84	2.69	2.57	2.49	2.42	2.37	2.32
22	4.3	3.44	3.05	2.82	2.66	2.55	2.46	2.4	2.34	2.3
23	4.28	3.42	3.03	2.8	2.64	2.53	2.44	2.38	2.32	2.28
24	4.26	3.4	3.01	2.78	2.62	2.51	2.42	2.36	2.3	2.26
25	4.24	3.39	2.99	2.76	2.6	2.49	2.41	2.34	2.28	2.24
26	4.23	3.37	2.98	2.74	2.59	2.47	2.39	2.32	2.27	2.22
27	4.21	3.35	2.96	2.73	2.57	2.46	2.37	2.31	2.25	2.2
28	4.2	3.34	2.95	2.71	2.56	2.45	2.36	2.29	2.24	2.19
29	4.18	3.33	2.93	2.7	2.55	2.43	2.35	2.28	2.22	2.18
30	4.17	3.32	2.92	2.69	2.53	2.42	2.33	2.27	2.21	2.17
31	4.16	3.31	2.91	2.68	2.52	2.41	2.32	2.26	2.2	2.15
32	4.15	3.3	2.9	2.67	2.51	2.4	2.31	2.24	2.19	2.14
33	4.14	3.29	2.89	2.66	2.5	2.39	2.3	2.24	2.18	2.13
34	4.13	3.28	2.88	2.65	2.49	2.38	2.29	2.23	2.17	2.12
35	4.12	3.27	2.87	2.64	2.49	2.37	2.29	2.22	2.16	2.11
36	4.11	3.26	2.87	2.63	2.48	2.36	2.28	2.21	2.15	2.11
37	4.11	3.25	2.86	2.63	2.47	2.36	2.27	2.20	2.15	2.10
38	4.10	3.25	2.85	2.62	2.46	2.35	2.26	2.19	2.14	2.09
39	4.09	3.24	2.85	2.61	2.46	2.34	2.26	2.19	2.13	2.08
40	4.09	3.23	2.84	2.61	2.45	2.34	2.25	2.18	2.12	2.08

## APPENDIX I: TURNITIN TEST RESULT

## Bab 1-5

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## APPENDIX J: REFERENCE LETTER

# PT. INTI SUKSES INSANI

Jl. Jend. Sudirman No. 151 Telp/Fax. (0765) 51147 Bagan Batu - Riau 28992 INDONESIA

### THESIS APPROVAL LETTER

Medan, 2 February 2024

Name: Selina Tantri

UPH NIM: 03011180159

Student of Universitas Pelita Harapan Campus  
Lippo Plaza Medan

Dear Selina,

I am writing to confirm that we, PT. Inti Sukses Insani, have approved the proposal for the thesis titled "The Influence of Work Conflict, Work Stress, and Work Environment Towards Employee Performance at PT Inti Sukses Insani in Riau".

Having thoroughly reviewed the thesis proposal, we believe this study will provide valuable insights into critical factors affecting employee performance within our company. We support this research and look forward to its findings, which could potentially contribute to improving our work environment and overall employee productivity.

If you need any further information or have additional questions, please feel free to contact us. Thank you for your attention and support.

Bagan Batu, 2 February 2024

Best Regards,

 **PT. INTI SUKSES INSANI**

Jl. Jend. Sudirman No. 151  
Bagan Batu - Riau 28992  
INDONESIA  
Gustina  
PT. Inti Sukses Insani