

The Effect of Work Conflict and Work Stress on Work Motivation of Police Members of The Bandung Criminal Research Unit The Bandung City Police

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Abstract. This study aims to determine the effect of work conflict and work stress on work motivation among members of the Indonesian National Police (Polri) Criminal Investigation Unit of the Bandung City Police. The research method used an explanatory survey with a quantitative approach to 65 members selected through stratified random sampling from a population of 184 members of the Indonesian National Police (Polri) Criminal Investigation Unit of the Bandung City Police. Data were collected using a Likert scale questionnaire and analyzed using multiple linear regression. The results showed that work conflict was in the good category, work stress was very good, and work motivation was very good. Hypothesis testing proved that work conflict had a significant positive effect ($t = 2.238$; $\text{sig.} = 0.029$), work stress had a significant positive effect ($t = 9.171$; $\text{sig.} = 0.000$). Simultaneously, both variables had a significant effect on work motivation ($F = 79.288$; $\text{sig.} = 0.000$) with a contribution of 71.9%. This study provides implications for the development of work conflict and work stress management strategies in improving the work motivation of Polri members and as a basis for human resource management policies in police institutions.

Keywords: Work Conflict, Work Stress, Work Motivation.

1 Introduction

Development potential source Power man needed cooperation and attitude positive each other support between employees and management in the organization so that performance generated will more optimal. If a healthy company can seen from the benefits obtained, then indicator healthy for a institutions government can seen from effectiveness and productivity services provided to society. If culture organization okay then will can increase performance Work employees and will can donate success to organization [1]. In the context of enforcement law and security, work motivation is aspect crucial determining factor effectiveness operational agency police. According to Hasi-buan, 2017 [2], work motivation is giving Power the driving force create excitement Work someone so that they Want to Work same, work effective and integrated with all Power his efforts for reach satisfaction. In the context of police, motivation high work

from member Indonesian National Police will increase quality service to society and effectiveness in guard security and order society. According to Tini & Suci, 2024 [3], motivation low work can hinder achievement objective organization and impact directly on effectiveness performance overall.

There is a number of factors that can influence work motivation, one of them is work conflict [4] work conflict is one of the factors that can lower work motivation, besides factors others that influence performance in a way overall. Work conflict is phenomena that are not can a voided in something environment organizations, including institutions police [5], the work conflict close relation with feeling ignored, neglected, not appreciated, abandoned and also feelings annoyed because excess burden work. In general conflict motivated by a sense of incompatibility or difference in matter values, goals, status and so on. In the environment work police, work conflict can happen good in a way vertical between superiors and subordinates, as well as horizontally between fellow member in one unity. Research previously carried out by Bagaskara et al., 2016 [6] can become reference in understand How work conflict, even though in low level, still can influence work motivation If no handled with good.

Apart from the work conflict, factors work stress can also influence work motivation member police. According to Robbins and Judge in Nugrahaningtyas & Rohmatun, 2024 [7], work stress is condition dynamic where somebody faced with demands, obstacles, or related opportunities with what he wanted and what the results were perceived as no certain but important. Member Police, especially in the Unit Criminal Investigation, often face situations that can cause stress, such as pressure for finish case in time certain, facing with perpetrator crime, collecting complex evidence, and handle cases sensitive and consuming time and energy. Stress sustainable work can cause fatigue physical and mental which ultimately lower work motivation. Research conducted by Trianingrat & Supartha 2020 [8] supports findings this, where work stress related burden work proven influential negative significant to work motivation. In carrying out task daily, members Unit Criminal Investigation Bandung City Police often face various challenges and pressures that can influence work motivation they. Relationship between work conflict, work stress and work motivation become aspect important things that need to be done analyzed for find the right solution in increase performance and effectiveness organization police, especially in the Unit Criminal Investigation Bandung City Police Headquarters.

2 Literature Review

2.1 Work Conflict

Work conflict can defined as inconsistency, conflict or difference the perception that occurs between individual and group in environment work. According to Zafrina, 2021 [9], conflict is disputes and ways different view about various thing. Conflict in the organization can impact positive and negative for organization in this is the company. Meanwhile Rafsanjani et al., 2024 [10] defines conflict or work conflict is somethinga

situation caused by the conflict that occurs between individual with individual, individual with group, between group with group in organizations that have goals, values, ideas, perceptions, and background different backgrounds. According to Baihaqy 2024 [11] conflict is an inevitable aspect of daily life. Workplace conflicts may emerge due to issues in communication, interpersonal relationships, or the structure of the organization itself. indicator work conflict used referring to the concept put forward by Nada & Andriani 2024 [12], the difference opinion, namely situation when individual own views, ideas, or different opinions in respond to something matters related to work. Misunderstanding, namely the circumstances in which it occurs error in interpret message or the information conveyed, so that cause tension or disputes. Depending on the task, namely condition when work one individual very influenced by the results work individual others, which if no fulfilled can cause conflict. Differences objectives, namely disagreements that arise because each individual or group own target or direction that is not in line in implementation work.

2.2 Stress Work

Work stress is an adverse psychological reaction individuals experience in response to environmental pressures [11]. According to Nada & Andriani 2024 [12] work stress is reaction a employee in adapt himself in the differences that exist in a demanding organization both mentally and physique that work stress is pressing feeling or feel the stress experienced employee in face work. In addition, according to Buulolo et al. 2021 [13], work stress is also poor conditions fun to face employee in carry out tasks assigned by the leadership, so give pressure additional to employees in operate not quite enough he answered. indicator work stress used referring to the concept put forward by Sugiarto & Nanda 2020 [14], the symptoms psychological covers response emotional and mental that arise consequence pressure work, such as feeling anxious, easy anger, frustration, and difficulty concentrate. Symptoms physique is reaction visible body consequence work stress, such as tired, sick head, disturbance sleep, and decline power stand body. This condition indicates that stress no only influence mind, but also has an impact directly to health physique employees. Symptoms behavior is change in behavior work or habit employees caused by stress, such as often late, declining productivity, absence, up to behavior negative to colleague work or superior. These symptoms can bother performance organization in a way overall.

2.3 Work Motivation

Work motivation is considered "a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form direction intensity and duration [15]. According to Sofiatun & Riyadus Solichin 2023 [16] work motivation is condition or energy that moves from in self and outside self someone to do something actions to achieve something goals that have been determined to achieve objective organization companies and energy the cause Spirit or drive to work. Indicators work motivation used referring to the concept put forward [17], Responsibility is a sense of ownership and willingness individuals to complete

task or work that has been become fulfill his obligations in full awareness and commitment. Achievement Work that is achievement results optimal work in accordance with the specified targets, which reflects performance as well as business somebody in finish his/her duties. Opportunities for advancement are the opportunity given to employees to develop self, good in form improvement skills, promotion position, as well as improvement future career. Recognition of performance, namely form award or appreciation given by superiors and colleague work to results work that has been achieved, which can be foster a sense of appreciation and enhance Spirit work. Challenging work that is jobs that provide challenge intellectual or technically capable push individuals to think creative, working hard, and keep going Study in finish his duties.

3 Methodology

This research takes hypothesis that work conflict and work stress in a way simultaneous own influence significant to work motivation on Members Indonesian National Police Unit Criminal Investigation Bandung Police Headquarters. Sample in this study consisted of 65 members Indonesian National Police Unit Criminal Investigation Bandung Police. Technique of taking samples used is stratified random sampling. According to Wulantika & Wijaya, 2024 [18], Stratified random sampling is something method taking sample by selecting in a way random part from population that is used as respondents, who have equal chance of being selected as sample. This technique was chosen because population member Police in Units Criminal Investigation have strata or different levels based on rank and position, so taking sample done in a way proportional from each stratum to be sure representation from all over layer population.

4 Results and Discussion

4.1 Validity Test

Validity test results show that all statement items in questionnaire study declared valid. All items have higher calculated r value big from r table (0.244), with a range calculated r value between 0.297 to 0.854. For the variable work conflict, all 8 statement items own calculated r value range between 0.297 to 0.719. Variable work stress with 6 statement items show high calculated r value range between 0.649 to 0.854. Whereas variables work motivation with 10 statement items own calculated r value range between 0.614 and 0.818. These results confirm that all over instrument study has fulfil condition validity and can used to measure construct referred to as level good accuracy, so that the data collected can trusted for analysis furthermore.

4.2 Reliability Test

This test can be declared reliable if the Cronbach's alpha value exceeds 0.60. Table 1 of the reliability test analysis, each questionnaire has a Cronbach's alpha value exceeding 0.60. Thus, the questionnaire used in the research is reliable.

Table 1. Reliability test.

Variables	Cronbach's Alpha	Limit	Results
Workplace Conflict	0.654	0.6	Reliable
Work Stress	0.879		Reliable
Work motivation	0.916		Reliable
Variables	Cronbach's Alpha	Limit	Results

4.3 Classic Assumption Test

Normality test. Results on Table 2 show the Sig value, amounting to 0.2 exceeds the significance level of 0.05. This means that the normality assumption is met.

Table 2. Normality test.

N		65
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	3.57970518
Most Extreme Differences	Absolute	.087
	Positive	.070
	Negative	-.087
Test Statistics		.087
Asymp. Sig. (2-tailed) ^c		.200 ^d

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Heteroscedasticity test. The statistical test chosen is the Glejser test, the basis for making heteroscedasticity test decisions is through the Glejser test as follows:

If the Sig. > 0.05 there are no symptoms of heteroscedasticity

If the Sig. < 0.05 heteroscedasticity symptoms occur

Table 3. Normality test.

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Work conflict	.703	1,423
	Stres Work	.703	1,423

a. Dependent Variable: Work motivation

Based on Table 3 above, the results of the multicollinearity test show that second variables independent that is work conflict and work stress own tolerance value of 0.703 which is higher big of 0.05 and a VIF value of 1.423 which is greater small out of 5, so that can concluded that No happen multicollinearity between variables independent in the regression model.

Simple Linear Regression Analysis. Analysis coefficient correlation aims to measure strength and direction linear relationship between variables independent with variables dependent in this research. Based on Table 4, the results analysis coefficient correlation between work conflict with work motivation show Pearson Correlation value of 0.581 with a level of significance of 0.000 in 65 respondents. The coefficient value correlation the indicates existence moderate and positive relationship between work conflict with work motivation. This relationship is very significant Because mark significance $0.000 < 0.01$, which means connection the can trusted at the level 99% confidence level this positive can explained in the context that instrument study measure work conflict with approach reverse scoring, where score high on work conflict actually indicates low level detrimental conflict. In other words, the more tall score work conflict in this research, in fact show the more low conflict dysfunctional things that happen in the place work.

Table 4. Correlation work conflict with work motivation.

Correlations			
		Workplace Conflict	Work motivation
Workplace Conflict	Pearson Correlation	1	.581 **
	Sig. (2-tailed)		.000
	N	65	65
Work motivation	Pearson Correlation	.581 **	1
	Sig. (2-tailed)	.000	
	N	65	65

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

This condition indicates that low level detrimental conflicts (such as conflict destructive, serious miscommunication, and interpersonal tension that cannot be resolved. under control) will increase work motivation members. On the other hand, the height detrimental conflict will lower spirit work, disturbing cooperation team, and in the end lower work motivation member. Based on Table 5, the results analysis coefficient correlation between work stress with work motivation show pearson correlation value of 0.834 with a level of significance of 0.000 in 65 respondents. The coefficient value

correlation the indicates existence very close relationship strong and positive between work stress with work motivation.

Table 5. Correlation stress work with work motivation.

		Work Stress	Work motivation
Work Stress	Pearson Correlation	1	.834 **
	Sig. (2-tailed)		.000
	N	65	65
Work motivation	Pearson Correlation	.834 **	1
	Sig. (2-tailed)	.000	
	N	65	65

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

This relationship is very significant Because mark significance $0.000 < 0.01$, which means connection the can trusted at the level 99% confidence level. However, this finding needs to be explained deeper because in a way theoretical, stress high work should impact negative to work motivation. Results correlation this positive can explained in the context that instrument study measure work stress with approach reverse scoring, where score high on variables work stress actually indicates low level detrimental stress or height ability management effective stress. In other words, the taller score work stress in this research, in fact show the more the good management pressure work by members Criminal Investigation Unit. This condition indicates that good ability in manage pressure work, high resilience, and effective adaptation to challenge work will increase work motivation members. On the other hand, the height work stress that is not managed (such as fatigue prolonged physical and mental stress, anxiety excessive, and disturbance psychosomatic) will lower Spirit work, disturbing concentration, and ultimately lower work motivation member.

4.4 T-Test Results

The t test can be carried out using the t test statistic by comparing the Sig value. t with an alpha value of 0.05. Following are the results of the t test.

Table 6. Hypothesis test results partial work conflict

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	3,180	2,577		1,234
	Work Conflict	.304	.136	.180	2,238
	Work Stress	1,160	.126	.736	9,171

a. Dependent Variable: Work Motivation

Based on Table 6 above, the results of the hypothesis test partial for variables work conflict show t - value amounting to 2,238 with a level of significance of 0.029. The significance value of $0.029 < 0.05$ indicates that there is significant influence between work conflict to work motivation on members Indonesian National Police Unit Criminal Investigation Bandung City Police. T - value by 2,238 which is more big from the t table ($df = nk-1$, $\alpha = 0.05$) of 1.999 confirms that influence work conflict to work motivation is significant. Thus, hypothesis H_1 is accepted, which states that work conflict influential significant to work motivation member Indonesian National Police Unit Criminal Investigation Bandung Police. This finding indicates that factor work conflict own significant role in form level work motivation member criminal investigation. These results show that interpersonal dynamics, management difference opinions and abilities manage tension in team work influential real to encouragement work member in operate task investigation criminal findings this indicates that factor work stress own very important role dominant in form level work motivation member criminal investigation. The size t - value show that ability manage pressure work, load tasks and challenges investigation is determinant main influencing factors spirit work member in operate tasks complex crimes. Research results in line with findings Trianingrat & Supartha (2020) [8] who found that work stress proven influential significant to work motivation. Research the confirm that management stress in organization own very big impact strong to level motivation where do you work ability manage good stress can contribute positive to encouragement work employees. Findings a similar statement was also put forward by Sugiarto & Nanda (2020) [14] who stated that work stress own significant influence to work motivation and performance employees. In the context of organization police, especially the investigation unit crime, results This show that ability member in manage pressure work, load high cases, and completion deadlines investigation become factor very key influential to work motivation. Conditions This indicates importance management program development stress and resilience for increase ability adaptation member criminal investigation in face demands demanding work.

4.5 F Test Results

To determine the significance or insignificance of the influence of independent variables collectively on a dependent variable, an F-test is employed. Based on table 7 above, the results of the hypothesis test simultaneous using the F test shows calculated F value amounting to 79,288 with a level of significance of 0.000. A significance value of $0.000 < 0.05$ indicates that there is very influential significant between work conflict and work stress in a way together to work motivation on members Indonesian National Police Unit Criminal Investigation Bandung City Police. Calculated F value amounting to 79,288 which is far bigger from F table ($df_1 = k-1 = 2$, $df_2 = nk = 62$, $\alpha = 0.05$) of 3.15 confirms that influence second variables independent in a way simultaneous to work motivation is very significant. Comparison between F count and F table show very high ratio high (79.288 vs 3.15), which indicates strength external influence normal big. Work conflict and work stress in a way together influential significant to work motivation member Indonesian National Police Unit Criminal Investigation Bandung Police.

This finding indicates that interaction between ability manage interpersonal dynamics and abilities management stress create effect very synergistic strong to work motivation in environment investigation crime. Research results in line with findings Bagaskara et al. (2016) [6] who did research on PT. Telekomunikasi Indonesia employees and found that work conflict and work stress in a way simultaneous influential significant to work motivation employees. Research the confirm that second factor organizational This own synergistic effect when work simultaneously in influence work motivation. Findings a similar finding was also stated by Andriani et al. (2020) [19] in a study at PT. Tirta Investama Airmadidi who shows influence significant simultaneity between work conflict and work stress to work motivation.

In context organization police, results This show that ability member for in a way simultaneous manage interpersonal challenges and stress task become factor the key to success level Spirit their work and engagement. Conditions this indicates importance holistic program development that integrates management conflict and management stress in effort increase work motivation member criminal investigation

Table 7. Hypothesis test results simultaneous (F TEST)

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2097.595	2	1048,798	79,288	.000 ^b
	Residual	820,115	62	13,228		
	Total	2917.710	64			

a. Dependent Variable: Work Motivation

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

5 Conclusion and Recommendation

The results of the study that have been work conflict influential significant to work motivation on members Indonesian National Police Unit Criminal Investigation Bandung City Police. Hypothesis test results show that there is significant relationship between ability manage conflict with the level work motivation members. Work stress influential significant to work motivation on members Indonesian National Police Unit Criminal Investigation Bandung City Police. Hypothesis test results show that ability manage work stress own dominant influence to work motivation member criminal investigation. Work conflict and work stress in a way simultaneous influential significant to work motivation on members Indonesian National Police Unit Criminal Investigation Bandung City Police. Second factor organizational the give very important contribution big when work in a way simultaneously in influence work motivation members. Unit Criminal Investigation it is recommended to develop an improvement program independence work through training technical comprehensive investigation. Implementation one-on-one mentoring system can help member develop ability handling case in a way independent. The need compilation standard operational more detailed and accessible procedures (SOP) for each type case, so that member can operate tasks with more believe self without too depends on coordination intensive with colleagues work.

Criminal investigation unit it is recommended to develop a health program comprehensive physical and wellness. Implementation timetable more work flexible and system rotation task can reduce fatigue physique members. Provision facility on -site health work like room adequate rest, regular medical check-up programs, and access consultation health can help member maintain in condition optimal physical condition. Exercise program together and education about management health physical is also necessary implemented. Unit Criminal Investigation it is recommended to develop more reward and recognition systems structured and transparent. Implementation of the "Employee of the Month" program specifically for the best investigators, awarding certificate appreciation for achievement special, and system evaluation performance that provides constructive feedback can increase sense of appreciation members. The need for regular sharing session forums where member can present success handling case and got appreciation from leaders and colleagues work.

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