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## THE EFFECT OF CONFLICT AND WORK ETHICS ON THE PERFORMANCE OF CIVIL SERVANTS IN THE INSPECTORATE MENTAWAI ISLANDS

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### ABSTRACT

**Introduction:** This study aims to analyze the effect of a work conflict and work ethics on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. This is motivated by work conflicts within the institution, low work ethics in carrying out work, and employee performance that is still unstable and can be maximized at the Mentawai Islands Regency Inspectorate. **Method:** This type of research uses a quantitative approach with a multiple linear regression method. Data collection techniques with questionnaires. The respondents of this study were 38 civil servants in the Inspectorate of Mentawai Islands Regency. The sampling method used the total sampling method, where the entire population in this study was used as the research sample. Hypothesis testing was calculated using the IBM Statistical Package for Social Science (SPSS) version 24.0. **Results:** analysis of the effect of work conflict ( $X_1$ ) and work ethic ( $X_2$ ) together on performance ( $Y$ ) obtained an  $F$ -count value of 30.213 with a significant probability. from  $0.000 < 0.05$ . With  $df_1 = (k-1) = (3-1) = 2$ ,  $df_2 = 38 - 3 = 35$ ,  $F$ -table 3.27, then  $F$ -count  $>$   $F$ -table or  $30.213 > 3.27$ . Consequently,  $H_0$  is rejected, and  $H_a$  or Hypothesis Three is accepted. The analysis results show that together there is a significant influence between the variables of a work conflict and work ethic on the performance of Civil Servants at the Inspectorate of Mentawai Islands Regency. **Conclusion:** This study found that work conflict partially and negatively affects performance, and work ethic has a positive and significant effect on performance. In addition, work conflict and work ethic significantly affect the performance of Civil Servants at the Mentawai Islands Regency Inspectorate.

**Keywords:** work conflict, work ethic, performance, civil servant.

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### INTRODUCTION

Human Resources (HR) is one of the most critical factors in an organization/institution (along with other factors such as capital, materials, work methods, etc.) for the effectiveness of ongoing activities to achieve goals. In managing the relationship and the role of Human Resources effectively (achieving the goals according to the plan) and efficiently (the existing tasks are carried out correctly, organized, and on time), employees always play an active and dominant role in all operational activities, both as planners, actors, and determinants. They are implementing organizational goals (goals are the functional role of employees) (Hasibuan, 2016).

Improving the performance of the government apparatus is a development strategy carried out by the government to realize the ideals of the state by carrying out its processes. The progress of an agency depends on the performance of its employees. Performance (work achievement) is the

acquisition of work results in the form of quality and quantity possessed by an employee in carrying out his duties based on the responsibilities given to him (Mangkunegara, 2017).

Maximum performance is the ultimate goal of an agency. High performance is expected from top leadership and middle and lower management employees. Therefore, organizational performance improvements must cover all levels of the organization. Good performance in an organization results from the quality of its employee resources.

The Regional Inspectorate is a government agency that carries out the functions of supervision and inspection. The selection of the Mentawai Islands Regency Inspectorate as the focus of research is based on the decline and instability of institutional performance achievements in 2019, 2020, and 2021, which is related to the previous explanation of the many resources owned by the organization, human resources are seen as an energy source that plays an important role. Human resources can make an organization run efficiently, while other resources are dependent because they only utilize human resources. Therefore, human resources must be managed professionally to make an optimal contribution to achieving agency goals for life.

In creating the performance of the Civil Service Inspectorate of the Mentawai Islands Regency, it seems that there are still many obstacles that make it challenging to achieve the vision and mission of the organization. The following is a table of performance achievements from programs/activities carried out at the Mentawai Islands Regency Inspectorate for the period 2019 to 2021, namely:

**Table 1. Performance Report of the Mentawai Islands Regency Inspectorate Program/Activity**

No.	Programs/Activities	Target (%)	Realization (%)		
			2019	2020	2021
1.	Office Management Services Program	100	85	75	80
2.	Employee Facilities and Infrastructure Improvement Program	100	86	80	82
3.	Employee Discipline Improvement Program	100	85	75	78
4.	Employee Capacity Building Program	100	85	75	78
5	Improvement Program for Performance Achievement System Development and Financial Reporting	100	85	80	82
<b>Average Amount</b>		<b>100</b>	<b>85</b>	<b>77</b>	<b>80</b>

Source: Secondary Data, Mentawai Islands Regency Inspectorate, 2021.

As seen from table 1, the Program/Activity Performance Report above shows that the average realization of programs/activities is experiencing instability and, on average, still has not reached the agency's performance target. Among other things, this can be seen from several realizations of programs/activities of the Mentawai Islands Regency Inspectorate, namely: 1) The Office Management Service Program of 100 percent of the target can only be realized in 2019 by 85 percent, in 2020 it drops to 75 percent, then it increases in 2021 to 80 percent; 2) Employee Facilities and Infrastructure Improvement Program from the target of 100 percent, only realized in 2019 by 86 percent, in 2020 it fell to 80 percent and in 2021 it rose to 82 percent; 3) Employee Discipline Improvement Program from 100 percent which was targeted to only be realized by 85 percent in 2019, decreased to 75 percent in 2020 and rose to 78 percent in 2021; 4) Employee Capacity Building Program from 100 percent which was targeted to only be realized by 85 percent in 2019, decreased

to 75 percent in 2020 and increased in 2021 to 78 percent; 5) The Improvement Program for the Development of Performance and Financial Reporting Performance Systems from the target of 100 percent can only be realized in 2019 by 85 percent, down to 80 percent in 2020 and rising to 82 percent in 2021. From these data, it can be concluded that the performance of the Mentawai Islands Regency Inspectorate is not optimal, and there are still several problems within the agency, all of which cannot be separated from the human resources contained in it.

Performance is a job that combines a person's personal and organizational characteristics (Moeheriono, 2012). Performance improvement is an essential thing desired by both employees and organizations. According to (Bangun, 2012), The apparatus is interested in self-development and job promotion. To fulfill these two desires, a sound performance management system is needed.

The performance assessment of the Mentawai Islands Regency Inspectorate can also be seen based on the results of the performance accountability system evaluation, which is an accumulation of inspections of all AKIP components, which the Inspectorate Team monitors (Urban I) which oversees several OPDs including the Mentawai Islands Regency Inspectorate in 2019 and 2021, with details as follows:

**Table 2. Performance Evaluation Results in Mentawai Islands Regency Inspectorate**

No.	Component	2019		2020		2021	
		Weight (%)	Value of Evaluation Results (%)	Weight (%)	Value of Evaluation Results (%)	Weight (%)	Value of Evaluation Results (%)
1.	Performance Planning	30	25,46	30	23,38	30	27,46
2.	Performance Measurement	25	15,63	25	18,44	25	15,63
3.	Performance Reporting	15	11,88	15	9,67	15	11,88
4.	Performance/Internal Evaluation	10	7,40	10	5,83	10	7,08
5.	Performance Achievements	20	17,50	20	17,50	20	17,50
<b>Amount</b>		<b>100</b>	<b>77,87</b>	<b>100</b>	<b>74,82</b>	<b>100</b>	<b>79,54</b>

Source: Secondary Data, Inspectorate Team (Urban I), 2021.

Table 2 above shows that the performance of the Mentawai Islands Regency Inspectorate has not been optimal compared to other regional apparatus organizations. Based on the 2019 Government Agency Accountability Information System (SAKIP) assessment data conducted by the Inspectorate Team (Urban I), the Mentawai Islands Regency Inspectorate obtained an Evaluation Result Score in 2019 of 77.87 percent, and in 2020 with an Evaluation Result Value of 74, 82 percent and in 2021 an increase in the Value of Evaluation Results to 79.54 percent.

Compared with several other Regional Apparatus Organizations with SAKIP scores in the excellent category, the Mentawai Islands Regency Inspectorate gets the Very Good type (Evaluation Result Score 70 to 80). However, the Value of the Evaluation Results of the Mentawai Islands Regency Inspectorate from 2019 to 2020 decreased and increased again in 2021. Moreover, when viewed from each assessment component, the performance appraisal component from 2020 to

2021 has reduced even though, from 2019 to 2020 experienced a decline. Increase. Moreover, for the performance achievement component, the Evaluation Result Value for 2019, 2020, and 2021 was obtained at 17.50 percent of the set 20 percent weight.

The number of work program systems that the Mentawai Islands Regency Inspectorate must manage makes Civil Servants in the Mentawai Islands Regency Inspectorate experience several problems that impact employee performance. The occurrence of issues in the management of work that must be completed according to a predetermined schedule, communication between employees in coordinating work is not good, and this is what makes problems in terms of work conflicts and work ethics owned by employees can result in employee performance that is not optimal.

This can be seen from the phenomena that occur in the field; an initial random assessment of the performance of Civil Servants at the Mentawai Islands Regency Inspectorate can be seen in table 3 below:

**Table 3. Pre-survey of Employee Performance Assessment**

No.	Phenomenon	Amount (person)
1.	Implementation of tasks waiting for instructions from superiors because communication is not well established.	15
2.	Sometimes there is poor coordination (miscommunication) between employees (vertical or horizontal).	10
3.	No initiative in filling vacant working hours.	20
4.	Employee awareness is still low on the implementation of duties and obligations, and it seems that there is coercion.	18
5.	Lack of employee creativity in finding new ideas for the agency's advancement.	15

Source: Secondary Data, Author's initial observations, 2021.

From the data in table 3 above, it can be seen that, in general, Civil Servants at the Mentawai Islands Regency Inspectorate give the opinion that: 1) Implementation of tasks waiting for instructions from superiors because communication is not well established as many as 15 (fifteen) people, 2) Sometimes there is poor coordination (miscommunication) between employees (vertical or horizontal) as many as 10 (ten) people, 3) Employees have no initiative in filling vacancies during working hours as many as 20 (twenty) people, 4) Employee awareness is still low on the implementation of duties and obligations, it seems that there is coercion as many as 18 (eighteen) people, 5) Lack of employee creativity in finding new ideas for the advancement of the agency as many as 15 (fifteen) people. From these results, it can be concluded that there are problems with the performance of Civil Servants at the Inspectorate of Mentawai Islands Regency.

Several factors affect performance in an organization/institution, including work conflict. The differences that exist will lead to disagreements between employees in an agency. This disagreement is called conflict. This conflict can arise continuously if the leadership in the agency cannot create a situation of understanding among all employees.

Based on the results of initial observations made, the researchers found indications of problems that occurred in the Mentawai Islands Regency Inspectorate by looking at phenomena

regarding the performance of civil servants, namely: 1. there are still employees who procrastinate the work given so that it is not completed on time which results in overlapping work, 2. there are results of work that are not achieved correctly following the directions given so that there is a repetition of work assignments and ultimately takes a long time, 3. In carrying out their duties, employees always wait for instructions from their superiors because the relationship is not well established, not infrequently sometimes there is poor coordination (miscommunication) between employees (vertical or horizontal), 4. employees in expressing opinions on a problem sometimes put forward their ego and defend their views without caring about the opinions of others, for example in regular supervision of the use of the Village Fund, 5. the use of village funds must be adequately monitored according to government recommendations, 6. Human resources (Village Apparatus) do not yet have quality resources, so there is still a need for guidance. This is where there are often challenging debates that can drain energy and thoughts; even because of the difficult discussions, sometimes employees do not care and do not even want to know about what they are doing, causing conflicts. (Handoko, 2016), argues that conflict is a discrepancy between two or more members that arises because they have to share limited resources or work activities and because they have different statuses, goals, values, or perceptions.

The next factor besides work conflict is work ethic. From the phenomena observed by the author on Civil Servants in the Mentawai Islands Regency Inspectorate at random, that there is still a low level of awareness of employees on the implementation of duties and obligations, it seems that there is coercion, the lack of creativity of employees in finding new ideas to complete tasks and the progress of the agency. It is still visible that some employees in the Mentawai Islands Regency Inspectorate in doing work are sometimes impressed by each in their completion even though these employees have the competence to help with the work being carried out by a fellow employee within the Inspectorate of the Mentawai Islands Regency even though the work is not the responsibility of the employee. Moreover, another phenomenon is also seen by the author that it often happens that it is difficult to carry out discussions, and even discussions usually do not get an agreement; this often leads to misunderstandings between one another so that the expected results are not achieved. On the other hand, it also shows that the expression of opinions in discussion often does not describe a social situation. Sometimes, it is not accompanied by words that convey something.

Influenced by these problems, conflicts, and ethics that have not been appropriately implemented can lead to long discussions without finding an agreement between employees in the Inspectorate of Mentawai Islands Regency. From this phenomenon, it can be seen that there are problems in terms of work ethics for employees in the Mentawai Islands Regency Inspectorate; it will impact employee performance within the Mentawai Islands Regency Inspectorate.

Several matters related to policies to realize good governance and clean governance in the public sector include setting ethical standards and behavior of government officials, avoiding work conflicts, establishing organizational structures and organizational processes that regulate the roles and responsibilities and accountability of the organization to the public, setting up an adequate administrative control system, and external reporting that is prepared based on an accounting system by government accounting standards. The objectives to be achieved in this research are to analyze the following:

1. The effect of work conflict on the performance of civil servants at the Mentawai Islands Regency Inspectorate.
2. The effect of work ethics on the performance of civil servants at the Mentawai Islands Regency Inspectorate.
3. The effect of a work conflict and work ethics together on the performance of civil servants at the Mentawai Islands Regency Inspectorate.

Employee Performance affects how much they contribute to the organization (Mathis, R. L., & Jackson, 2016) (Pratama et al., 2022). According to (Mathis, R. L., & Jackson, 2016), the performance indicators are 1. Quality of work, 2. Quantity, 3. Cooperation, 4. Utilization of time, 5. Knowledge of work, 6. Work planning. Work Conflict is Disagreements between two or more organizational members or groups within the organization that arise because they have to use scarce resources together (Sunyata, 2013). The indicators of work conflict, according to (Sunyata, 2013), namely: 1. Communication, 2. Personal relationships, and 3. Organizational structure. Work ethic is the totality of personality and a way of expressing, viewing, believing, and giving meaning to something that encourages oneself to act and achieve optimal charity (Sinamo, 2011). The indicators of work ethics, according to (Sinamo, 2011), are 1. Work is art, 2. Work is an honor, 3. Work is actualization, 4. Work is a trust, 5. Work is a calling, 6. Work is grace, 7. Work is worship, and 8. Work is service.

This study aims to analyze the effect of work conflict and work ethic on the performance of Civil Servants at the Inspectorate of Mentawai Islands Regency. With the work conflict analysis, it is hoped that it will develop employees' ability to resolve conflicts, train employees to be more creative and solution-oriented and work ethic is expected to produce better quality work, increase productivity, and work efficiency both at the individual and corporate levels.

## **METHOD**

This research uses quantitative research (Sugiyono, 2018). The analysis technique used is Total Sampling. The sample used in this study were all civil servants at the Mentawai Islands Regency Inspectorate. In the context of this study, the variables are work conflict, work ethics, and employee performance. Data is processed using IBM SPSS Version 24.0. The type of data in this study is in the form of quantitative and qualitative data. Qualitative data in the form of interviews with employees and superiors. At the same time, quantitative data is data from the questionnaire results given to the research sample. Sources of data in this study are primary and secondary data sources. The preliminary data in this study were obtained directly from the respondents using a questionnaire about work conflict, work ethics, and employee performance. Secondary data in this study is in the form of supporting information about Civil Servants at the Inspectorate of Mentawai Islands Regency, West Sumatra Province, which is obtained through the mass media and applicable laws and regulations.

Data analysis is used to see if work conflicts and ethics affect employee performance. The studies carried out are validity analysis, instrument reliability, descriptive analysis, and analysis prerequisite tests, namely normality, multicollinearity, and heteroscedasticity. Hypothesis testing is carried out with multiple linear regression tests.

## RESULTS AND DISCUSSION

### Classic assumption test

#### Normality test

The normality test aims to test whether, in the regression model, the confounding or residual variables have a normal distribution. It is known that the t-test and F-test assume that the residual value follows a normal distribution (Firdaus, 2021).

To detect the normality test in this study using the Kolmogorov-Smirnov test. The basis for making decisions from this normality test is to look at the Asymp probability. Sig (2-tailed). If the likelihood Asymp. Sig (2-tailed)  $\geq 0.05$ , then the residual data is normally distributed. The following results of the normality test using the One-Sample Kolmogorov-Smirnov Test are presented. Based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program, the following results are obtained:

**Table 4. Normality Test Results**

No.	Variable	Asymp. Sig	Limit Value	Information
1	Standardized Residual	0,200	0,05	Normal

Source: Primary Data, IBM SPSS Ver. 24.0, the Year 2022.

In table 4 above, it can be seen that the standardized residual variable has a significant value of  $0.200 > 0.05$ . Thus, it can be concluded that each variable's confounding variable (residual) is usually distributed.

#### Heteroscedasticity Test

The heteroscedasticity test aims to test whether there is an inequality of variance in the regression model from the residual of one observation to another. A good regression model is one with homoscedasticity or no heteroscedasticity. To detect the presence or absence of heteroscedasticity, the Glejser test can be used. The Glejser test is carried out by regressing the independent variable to the unstandardized residual value. If the significant matter is greater than 0.05, it means that there are no symptoms of heteroscedasticity. Based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program, the following results are obtained:

**Table 5. Heteroscedasticity Test**

No.	Variable	Residual Absolute (RES_ABS)	
		Significant	Conclusion
1.	Work Conflict	0,178	Free of Heteroscedasticity
2.	Work Ethics	0,748	Free of Heteroscedasticity

Source: Primary Data, IBM SPSS Ver. 24.0, the Year 2022.

Table 5 above shows that the significant value of variables is greater than 0.05, so it can be concluded that the regression model is good or there is no heteroscedasticity (free of heteroscedasticity).

#### Multicollinearity Test

The multicollinearity test aims to test whether the independent variables affect each other in the regression model. Determining the presence or absence of multicollinearity in the regression model can be done by looking at the tolerance and variance inflation factor (VIF) values. There is multicollinearity if the tolerance value is < 0.10 or the VIF value is > 10. If the tolerance value is > 0.10 or the VIF value is < 10, then there is no multicollinearity. The results of this multicollinearity test are based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program; the results are shown as follows:

**Table 6. Multicollinearity Test**

No.	Variable Independent	Tolerance	VIF	Conclusion
1.	Work Conflict	0.761	1.315	Free of Multicolonearity
2.	Work Ethics	0.761	1.315	Free of Multicolonearity

Source: Primary Data, IBM SPSS Ver. 24.0, the Year 2022.

From table 6 above, it can be concluded that the independent variables, namely communication, resources, disposition, and bureaucratic structure, are declared free from multicollinearity because the four independent variables have a tolerance value greater than 0.10 and VIF less than 10.

**Multiple Linear Regression Analysis**

The magnitude of the effect of the independent variables with the dependent variable can be calculated through a multiple regression equation. This analysis is used to determine the extent of the impact of the independent variables on the dependent variable. Based on calculations via a computer using the IBM SPSS for Windows Version 24.0 program, the following results are obtained:

**Table 7. Recap of Multiple Linear Regression Analysis Test Results**

Variable	Coef. Regression	t-count	Sig.
Constant	19,476		
Work Conflict	- 0,225	-2,920	0,043
Work Ethics	0,645	5,630	0,000
<b>F-count = 30,213</b>	<b>Sig. 0,000</b>		
<b>R<sup>2</sup> = 0,633</b>			

Source: Primary Data, IBM SPSS Ver. 24.0, the Year 2022.

From table 7 above, the form of the regression equation model for the effect of Work Conflict dan Work Ethics terhadap kinerja pegawai sebagai berikut:

$$Y = 19,476 - 0,225X_1 + 0,645X_2 + e$$

Explanation of the above equation:

- α = 19,476; it means that without the effect of a work conflict and work ethics, the existing performance is 19.476 percent.
- b1 = -0,225; it means a negative effect between work conflict variables (X1) on performance (Y). This shows that the higher the work conflict, the lower the performance. The value of the work conflict regression coefficient is -0.225, which means that for every increase in one unit of work conflict, the performance decreases by 22.5 percent.

$b_2 = 0,645$ ; it means that there is a positive effect between work ethic variables (X2) on performance (Y). This shows that the higher the work ethic, the higher the performance. The value of the work ethic regression coefficient is 0.645, which means that for every increase in one unit of work ethic, the performance increases by 64.5 percent.

### **T-test (partial)**

Based on table 7, it can be seen that:

#### 1. Effect of Work Conflict (X1) on Performance (Y)

The results of the analysis of the effect of the Work Conflict variable (X1) on the Performance variable (Y) obtained the results of the  $t_{count} = -2,920$ ; ( $df = 38-3 = 35$ ;  $t_{table} = +/- 2.03011$ ); ( $-t_{count} < -t_{table}$  or  $t_{count} > t_{table}$ ), with a significant level of  $0.043 < 0.05$ . As a result,  $H_0$  is rejected, and  $H_a$  or hypothesis one ( $H_1$ ) is accepted. The results of the analysis show that part there is a negative effect which is explained by  $-t_{count} < -t_{table}$ ;  $-2,920 < 2,03011$ , and significance is defined by the significant level of  $0.043 < 0.05$ . So it can be concluded that the analysis results show that part there is a negative and significant effect between the work conflict variables on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate.

#### 2. Effect of Work Ethics (X2) on Performance (Y)

The results of the analysis of the effect of work ethic variables (X2) on the performance variable (Y) obtained the value of  $t_{count} = 5.630$  ( $df = 38-3 = 35$ ;  $t_{table} = 2.03011$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ . As a result, hypothesis two ( $H_2$ ) is accepted. The analysis results show that part there is a positive effect which is explained by  $t_{count} > t_{table}$ ;  $5,630 > 2,03011$ , and significance is defined by the significant level of  $0.000 < 0.05$ . So it can be concluded that the analysis results show that part there is a positive and significant effect between work ethics variables on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate.

### **F test (simultaneous)**

Based on table 6, it can be seen that the results of the analysis of the effect of work conflict (X1), and work ethics (X2) together on performance (Y), obtained an F-count value of 30.213 with a significant probability of  $0.000 < 0.05$ . With  $df_1 = (k-1) = (3-1) = 2$ ,  $df_2 = 38 - 3 = 35$ , F-table 3.27, then  $F_{count} > F_{table}$  or  $30.213 > 3.27$ . Consequently,  $H_0$  is rejected, and  $H_a$  or Hypothesis Three is accepted. The analysis results show that together there is a significant effect between the variables of a work conflict and work ethics on the performance of Civil Servants at the Inspectorate of Mentawai Islands Regency.

### **Testing the Coefficient of Determination (R<sup>2</sup>)**

Based on the calculation results of the regression estimation, the adjusted coefficient of determination or R Square is 0.633, meaning that 63.3 percent of the variation of all independent variables can explain the dependent variable. The remaining 36.7 percent is explained by other variables not examined in this study.

Because the value of  $R^2$  is not close to or away from 0 (zero) and close to 1 (one), then the contribution (effect) of the independent variable simultaneously on the dependent is substantial.

#### **1. The Effect of Work Conflict on Performance**

The first objective of this study was to analyze the effect of work conflict on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. Statistical analysis results using multiple linear regression show that the first hypothesis is accepted. The results of the analysis of the effect of the Work Conflict variable (X1) on the Performance variable (Y) obtained the results of the  $t_{count} = -2,920$ ; ( $df = 38-3 = 55$ ;  $t_{table} = +/- 2.03011$ ); ( $-t_{count} < -t_{table}$  or  $t_{count} > t_{table}$ ), with a significant level of  $0.043 < 0.05$ . As a result,  $H_0$  is rejected, and  $H_a$  or hypothesis one ( $H_1$ ) is accepted. The results of the analysis show that part there is a negative effect which is explained by  $-t_{count} < -t_{table}$ ;  $-2,920 < 2,03011$ , and significance is defined by the significant level of  $0.043 < 0.05$ . So it can be concluded that the results of the analysis show that part there is a negative and significant effect between the work conflict variables on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate.

Work conflict partially has a negative and significant effect on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. This can be interpreted as work conflicts influencing the performance of Civil Servants at the Inspectorate of Mentawai Islands Regency. Still, this negative meaning is that if work conflicts increase, it will decrease performance. So if there is an increase in workplace conflict, it will reduce employee performance and vice versa. If work conflict decreases, employee performance will increase.

This study's results differ from the results of the research. Different things were stated in the survey conducted by (Yapentra & Weni, 2016), (Susilo, n.d.) and (TAQWA, 2021), which said that work conflict had a positive and significant effect on performance. Moreover, the results of research conducted by (Lestari et al., 2020) found that partial work conflict did not affect performance.

This study is in line with and supports the results of research conducted by (Nadeak et al., 2016), (and Panggabean et al. 2019), which stated the study results that work conflict partially negatively and significantly affects employee performance.

## **2. The Effect of Work Ethics on Performance**

The second objective of this study is to analyze the effect of work ethics on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. The results of the analysis of the impact of work ethic variables (X2) on the performance variable (Y) obtained the value of  $t_{count} = 5.630$  ( $df = 38-3 = 35$ ;  $t_{table} = 2.03011$ ); ( $t_{count} > t_{table}$ ), with a significant level of  $0.000 < 0.05$ . As a result, hypothesis two ( $H_2$ ) is accepted. The analysis results show that part there is a positive effect which is explained by  $t_{count} > t_{table}$ ;  $5,630 > 2,03011$ , and significance is defined by the significant level of  $0.000 < 0.05$ . So it can be concluded that the analysis results show that part there is a positive and significant effect between work ethics variables on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate.

The results of this study prove that work ethics have a positive and significant effect on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. Work ethic has a positive and significant impact on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. This can be interpreted that work ethics influences the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. This positive meaning is that

increasing work ethics will improve performance. So if the work ethic rises, it will increase employee performance.

The results of this study support the results of research conducted by (Chair, 2013), (Budianto et al., 2018), (Rum et al., 2019), (Aini, 2020), (Ningsih et al., 2021), and (Widnyani & Suartina, 2021), which states that there is a positive and significant effect between work ethics on performance.

### 3. The Effect of Work Conflict and Work Ethics on Performance

The third objective of this research is to analyze the effect of a work conflict and work ethic on the performance of Civil Servants at the Inspectorate of Mentawai Islands Regency. Based on this research, the performance of Civil Servants at the Mentawai Islands Regency Inspectorate is good regarding the Respondent Achievement Level (TCR), an average of 78 percent. This means that the Civil Servants at the Mentawai Islands Regency Inspectorate are pretty good at doing their jobs and achieving performance targets.

Hypothesis testing, from the ANOVA test (Simultaneous Test / F Test), the results of the analysis of the effect of work conflict (X1), and work ethics (X2) together on performance (Y), obtained an F-count value of 30.213 with a significant probability of  $0.000 < 0.05$ . With  $df_1 = (k-1) = (3-1) = 2$ ,  $df_2 = 38 - 3 = 35$ , F-table 3.27, then  $F\text{-count} > F\text{-table}$  or  $30.213 > 3.27$ . Consequently, the hypothesis is accepted. The analysis results show that together there is a significant effect between the variables of a work conflict and work ethics on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. It can be concluded that the third hypothesis (H3), which reads that work conflict and work ethics affect the performance of Civil Servants at the Mentawai Islands Regency Inspectorate, is accepted; therefore, the third hypothesis (H3) can be accepted.

Based on the calculation of the regression estimation results, the adjusted coefficient of determination value or R Square (R<sup>2</sup>) is 0.633, meaning that 63.3 percent of the variation of all independent variables can explain the dependent variable. The remaining 36.7 percent is explained by other variables not examined. In this research, where the value of R<sup>2</sup> is not close to or away from 0 (zero) and close to 1 (one), then the contribution (effect) of the independent variable simultaneously on the dependent is substantial.

The results of this study support the research conducted by (Syahputra, 2021), which states in the results of his study it was found that simultaneously work discipline, ethics and work conflict affect employee performance at PT Pasti Jaya Elektrik Medan and study conducted by (Sari, 2021), it was found that Simultaneously there is a positive and significant effect on the variables of conflict, work ethic and work stress on the performance of the employees of the UPT Dispenza, Dubai District.

## CONCLUSION

Based on the results of testing and discussing the hypotheses described, several conclusions can be drawn as follows: 1) Work conflict partially has a negative and significant effect on the performance of Civil Servants at the Mentawai Islands Regency Inspectorate. 2) Work ethic partially has a positive and significant effect on the performance of Civil Servants at the Mentawai Islands

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Regency Inspectorate. 3) Work conflict and work ethic simultaneously significantly affect the performance of Civil Servants at the Mentawai Islands Regency Inspectorate.

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