

An Organizational Perspective on Role Conflict

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Abstract

This study aimed to analyze the effect of the non physical work environment on employee performance, with work motivation as an intervening variable at PT PLN (Persero) Helvetia Customer Service Unit. This study used a quantitative associative approach. The population in this study consisted of all employees of PT PLN (Persero) ULP Helvetia, totaling 79 people. The sampling technique used was saturated sampling, so the entire population was used as research respondents. Research data were obtained by distributing closed questionnaires using a Likert scale. The data analysis techniques included data quality testing, classical assumption testing, path analysis, and the coefficient of determination. The results showed that the non physical work environment had a positive and significant effect on work motivation, with a path coefficient of 0.911 and a significance value of 0.000. The non physical work environment also had a positive and significant effect on employee performance, with a path coefficient of 0.646 and a significance value of 0.000. Work motivation had a positive and significant effect on employee performance, with a path coefficient of 0.332 and a significance value of 0.000. The indirect effect of the non physical work environment on employee performance through work motivation was 0.302, which was smaller than the direct effect of 0.646. These findings indicated that the non physical work environment was more dominant in improving employee performance than its effect through work motivation.

Keywords: Non Physical Work Environment, Work Motivation, Employee Performance, Path Analysis.

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Introduction

Employee performance was one of the main factors that determined organizational success in achieving operational and service objectives [1]. In a public service company such as PT PLN (Persero), employee performance was not only related to the achievement of internal targets, but also directly related to the quality of service delivered to the community [2]. PT PLN (Persero) Helvetia Customer Service Unit was a work unit under PT PLN (Persero) UP3 Medan that played a role in electricity services, distribution network maintenance, disturbance handling, and customer administration management [3]. This role required employees to have good work quality, punctuality, responsibility, efficiency, and teamwork ability so that customer service could run optimally [2].

In carrying out their duties, employee performance could be influenced by various factors, one of which was the nonphysical work environment [4]. The nonphysical work environment included the supervision system, relationships among employees, teamwork, communication, supervisor support, and the psychological atmosphere formed in the workplace [5]. A conducive nonphysical work environment could build a sense of comfort, strengthen coordination, increase employee involvement, and encourage more productive work behavior [6]. Conversely, when communication, teamwork, and supervision had not run optimally, employees could experience obstacles in completing work according to the expected standards [7]. In addition to the nonphysical work environment, work motivation also played a role in shaping performance [8]. Work motivation encouraged employees to strive to achieve targets, show enthusiasm, take initiative, develop creativity, and be responsible for their work results [9].

Table 1. Results of the Conducted Preliminary Survey

No	Statement Item	Agree		Agree		Total	
		amount	%	amount	%	amount	%
Employee Performance							
1	Employees produced work with a high level of accuracy and conformity to the operational standards established by the company.	6	30,0%	14	70,0%	20	100%
2	Employees completed all work targets according to the amount and volume of work determined within a certain period.	7	35,0%	13	65,0%	20	100%
3	Employees completed all job responsibilities on time according to the deadlines determined by the company.	7	35,0%	13	65,0%	20	100%
4	Employees carried out work activities by considering efficiency and not exceeding the budget allocated by the company.	5	25,0%	15	75,0%	20	100%
5	Employees performed tasks according to the direction and supervision provided by supervisors so that work remained in accordance with company regulations.	8	40,0%	12	60,0%	20	100%
6	Employees built good and mutually supportive working relationships with coworkers to achieve optimal work results.	11	55,0%	9	45,0%	20	100%
Work Motivation							
1	Employees made strong efforts to achieve the work targets established by the company according to the responsibilities assigned to them.	8	40,0%	12	60,0%	20	100,0%
2	Employees showed high enthusiasm in carrying out all tasks that became their daily responsibilities.	6	30,0%	14	70,0%	20	100,0%
3	Employees took independent action in completing work without having to wait for instructions from	8	40,0%	12	60,0%	20	100,0%

No	Statement Item	Agree		Agree		Total	
		amount	%	amount	%	amount	%
	supervisors.						
4	Employees proposed new ideas to improve work processes and solve problems in the workplace.	7	35,0%	13	70,0%	20	100,0%
5	Employees carried out work with full responsibility and ensured that their work results met the standards established by the company.	7	35,0%	13	70,0%	20	100,0%
Non Physical Work Environment							
1	Employees carried out tasks according to the supervision and direction provided by supervisors consistently.	6	30,0%	14	70,0%	20	100,0%
2	Employees cooperated with coworkers in completing every task so that work results could be achieved optimally.	7	35,0%	13	70,0%	20	100,0%
3	Employees built harmonious and mutually respectful working relationships with fellow coworkers in the company environment.	7	35,0%	13	70,0%	20	100,0%
4	Employees communicated openly and effectively with coworkers and supervisors in carrying out daily work.	9	45,0%	11	55,0%	20	100,0%

Based on the results of a preliminary survey of 20 employees of PT PLN (Persero) ULP Helvetia, several indications were found showing that employee performance still needed attention. In the employee performance variable, only 30.0 percent of respondents agreed that employees produced work with a high level of accuracy and conformity to operational standards. In addition, only 35.0 percent of respondents agreed that work targets could be completed according to the amount and volume of work determined, and 35.0 percent agreed that job responsibilities could be completed on time. In the aspect of cost efficiency, only 25.0 percent of respondents stated that they agreed. These findings showed that work quality, work quantity, timeliness, and efficiency were still important concerns in efforts to improve employee performance.

In the work motivation variable, the preliminary survey results also showed several aspects that needed to be strengthened. A total of 40.0 percent of respondents agreed that employees made strong efforts to achieve work targets, while only 30.0 percent agreed that employees showed high enthusiasm in carrying out daily tasks. Furthermore, 40.0 percent of respondents agreed that employees were able to take independent action, while 35.0 percent agreed that employees proposed new ideas to improve work processes. These data indicated that the drive to achieve targets, work enthusiasm, initiative, creativity, and responsibility had not been evenly distributed among all employees.

The results of the preliminary survey on the nonphysical work environment variable also showed that supervision, teamwork, working relationships, and communication still had room for improvement. Only 30.0 percent of respondents agreed that employees carried out tasks according to the supervision and direction of supervisors consistently. In addition, 35.0 percent of respondents agreed that employees cooperated with coworkers in completing tasks, 35.0 percent agreed that working relationships were harmonious, and 45.0 percent agreed that communication with coworkers and supervisors was open and effective. This condition showed that the nonphysical work environment had an important relationship with motivation and performance because a communicative, collaborative, and directed work atmosphere could support employees in achieving better work results.

Based on this description, this study was important to conduct in order to analyze the effect of the nonphysical work environment on employee performance with work motivation as an intervening variable at PT PLN (Persero) ULP Helvetia. The research problems in this

study were whether the nonphysical work environment affected work motivation, whether the nonphysical work environment affected employee performance, whether work motivation affected employee performance, and whether the nonphysical work environment affected employee performance through work motivation. The purpose of this study was to determine and analyze the direct effect of the nonphysical work environment on work motivation and employee performance, the direct effect of work motivation on employee performance, and the indirect effect of the nonphysical work environment on employee performance through work motivation at PT PLN (Persero) ULP Helvetia.

Literature Review

2.1 Employee Performance

Kasmir stated that employee performance was the work results and work behavior achieved in completing the tasks and responsibilities assigned within a certain period [10]. Employee performance in this study was measured through the indicators of quality, quantity, time, cost emphasis, supervision, and relationships among employees [10].

According to Kasmir, employee performance was influenced by ability and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline [10].

2.2 Work Motivation

Hasibuan stated that work motivation was the provision of a driving force that created enthusiasm for work, so that employees were willing to cooperate, work effectively, and integrate all their efforts to achieve satisfaction [11]. Work motivation in this study was measured through the indicators of the drive to achieve goals, work enthusiasm, initiative, creativity, and sense of responsibility [11].

According to Hasibuan, employee work motivation was influenced by recognition and appreciation, effective leadership, work and personal life balance, job satisfaction, career development, a positive work environment, clarity of organizational goals, economic factors, autonomy and responsibility, and effective communication [11].

2.3 Nonphysical Work Environment

Nitisemito explained that the nonphysical work environment was everything around employees that was nonphysical while working and could influence them in carrying out the tasks assigned to them [5]. The nonphysical work environment in this study was measured through the indicators of supervision system, cooperation among employees, relationships among employees, and communication among employees [5].

Research Methodology

This study used a quantitative associative approach which aimed to analyze the effect of the nonphysical work environment on employee performance with work motivation as an intervening variable [12]. The quantitative approach was used because the research data were obtained in numerical form through questionnaire distribution and were then analyzed statistically to determine the direct and indirect relationships among variables [13]. This study was conducted at PT PLN (Persero) Helvetia Customer Service Unit, located on Jalan Kemuning Raya, Helvetia, Medan Helvetia District, Medan City, North Sumatra.

The population in this study consisted of all employees of PT PLN (Persero) ULP Helvetia, totaling 79 people. Since the population was fewer than 100 people, the entire population was used as the research sample [14]. Thus, the sampling technique used was saturated sampling or a census, namely a sampling technique that involved all members of

the population as research respondents [15]. The use of this technique was considered appropriate because it could provide a more comprehensive description of the condition of the variables studied in the work unit.

The type of data used in this study was primary data. Primary data were obtained directly from respondents through the distribution of closed questionnaires to all employees of PT PLN (Persero) ULP Helvetia. The questionnaire was prepared based on the indicators of each research variable [16]. The independent variable in this study was the nonphysical work environment. The intervening variable was work motivation, and the dependent variable was employee performance.

Respondents' answers were measured using a Likert scale with five answer choices, namely strongly agree, agree, neutral, disagree, and strongly disagree. Each answer choice was given a gradual score from 5 to 1. This scale was used to measure respondents' attitudes, perceptions, and assessments of each statement related to the research variables [17].

This study used two models, namely Model I, which examined the relationship between X and Z, and Model II, which examined the relationship between X and Z toward Y [18].

The data analysis technique began with data quality testing through validity and reliability tests [19]. The validity test was used to determine the feasibility of each statement item in the questionnaire, while the reliability test was used to determine the consistency of respondents' answers to the research instrument [20]. After the instrument was declared feasible, the data were analyzed through classical assumption tests consisting of normality, multicollinearity, and heteroscedasticity tests [21].

Hypothesis testing was carried out using path analysis to determine the direct effect of the nonphysical work environment on work motivation and employee performance, the direct effect of work motivation on employee performance, and the indirect effect of the nonphysical work environment on employee performance through work motivation [12]. The coefficient of determination was used to determine the ability of the independent variable and the intervening variable to explain variations in changes in the dependent variable [18].

3.1 Validity and Reliability Tests

Table 2. Results of Validity and Reliability Tests

Variable	Items	Range of r value	Cronbach's Alpha	Conclusion
Non Physical Work Environment (X)	8	0,690 - 0,880	0,939	Valid and Reliable
Work Motivation (Z)	10	0,652 - 0,864	0,939	Valid and Reliable
Employee Performance (Y)	10	0,631 - 0,898	0,944	Valid and Reliable

The results of the validity and reliability tests showed that all questionnaire items had met the feasibility criteria of the instrument. This was indicated by the calculated r value, which was greater than 0.30, and the Cronbach's Alpha value, which exceeded 0.70. Thus, the data were declared valid and reliable for use in further analysis [22].

3.2 Classical Assumption Tests (Normality, Multicollinearity, and Heteroscedasticity Tests)

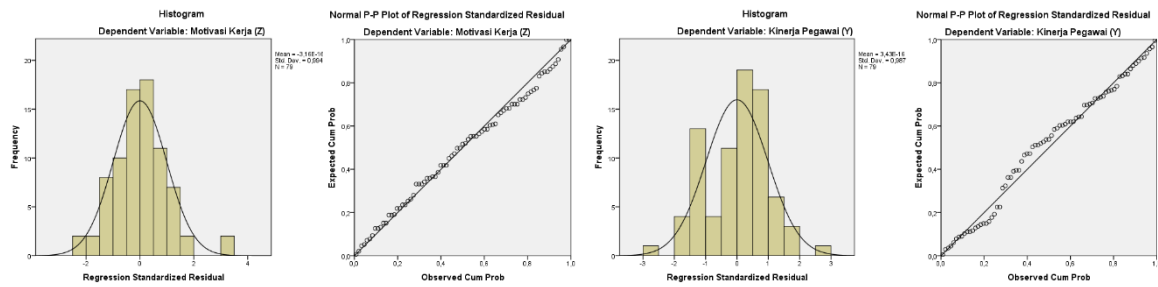


Figure 1. Histogram and P P Plot Graphs for Model I and Model II

In both Model I and Model II, the normality test using the histogram graph showed a residual distribution pattern resembling a bell shaped curve, with data distribution that was symmetrical and centered around the value of zero. There was no visible skewness to the left or to the right, so the residuals were visually normally distributed [23]. This finding was strengthened by the P P Plot graph, which showed that all data points followed the diagonal line. This indicated that the normality assumption in the regression model had been fulfilled in both Model I and Model II [24].

Table 3. Kolmogorov Smirnov Test for Normality

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
	Model I	Model II
N	79	79
Test Statistic	0,072	0,086
Asymp. Sig. (2-tailed)	0,200 ^{c,d}	0,200 ^{c,d}

The Asymp Sig. value obtained in both Model I and Model II was 0.200, which was greater than 0.05. This confirmed that the data distribution in both Model I and Model II was normal [14][23].

Table 4. Multicollinearity Test and Glejser Test

Coefficients ^a							
Model		Collinearity Statistics		Uji Glejser		Requirement	Conclusion
		Tolerance	VIF	Sig. Model I	Sig. Model II		
1	(Constant)			0,001	0,007		
	Non Physical Work Environment (X)	0,170	5,871	0,210	0,060	Tolerance > 0,10, VIF > 10, Sig. > 0,05 .	There Were No Multicollinearity and Heteroscedasticity Problems
	Work Motivation (Z)	0,170	5,871	-	0,095		
a. Dependent Variable: Employee Performance (Y)				a. Dependent Variable: ABSOLUTE_RESIDUAL			

The results of the multicollinearity test showed that in Model II, all independent variables had tolerance values above 0.10 and VIF values below 10. This indicated that there was no strong relationship among the independent variables, so the regression model did not experience multicollinearity [25].

The results of the Glejser test in Model I and Model II showed that the significance values produced by all variables were greater than 0.05. Thus, the regression model had no heteroscedasticity symptoms and met the homoscedasticity assumption [23].

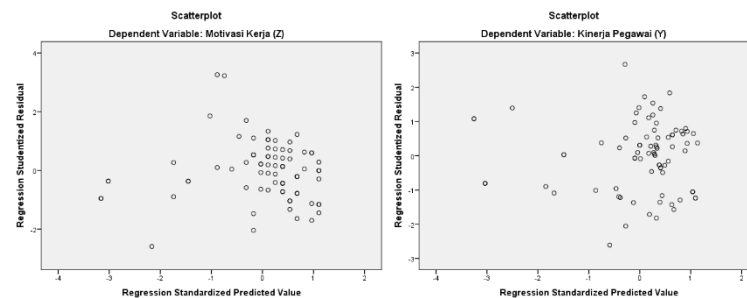


Figure 2. Scatterplot Graphs for Model I and Model II

The heteroscedasticity test using scatterplot graphs showed that in both Model I and Model II, the residual points were randomly distributed above and below the zero line without forming a specific pattern. This condition indicated that the residual variance was constant and that the regression model was free from heteroscedasticity symptoms [24].

3.3 Path Analysis

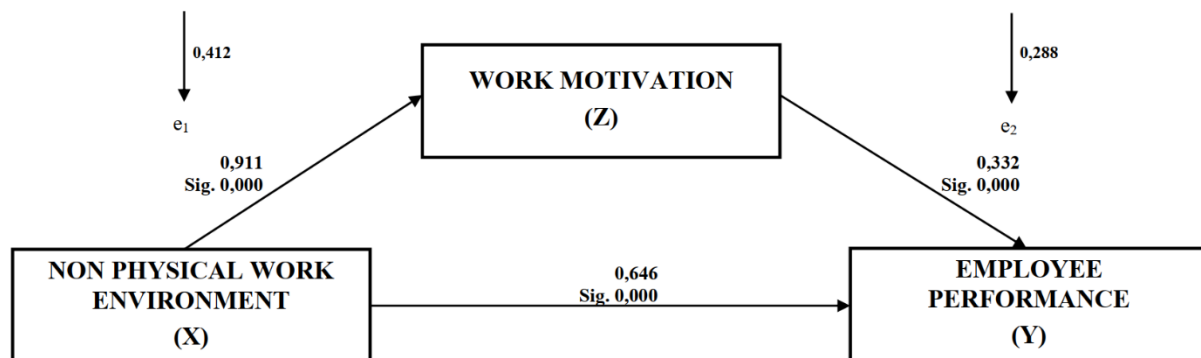


Figure 3. Results of Path Analysis

The path analysis diagram showed that the Nonphysical Work Environment (X) had a positive and significant effect on Work Motivation (Z). This was shown by a path coefficient value of 0.911 with a significance value of 0.000, which was smaller than 0.05. This means that the better the nonphysical work environment perceived by employees, the higher the employees' work motivation would be [26].

Work Motivation (Z) had a positive and significant effect on Employee Performance (Y), with a path coefficient value of 0.332 and a significance value of 0.000. This result showed that increased work motivation was able to encourage employees to work better, become more responsible, and be more oriented toward achieving work results [27].

The Nonphysical Work Environment (X) also had a direct, positive, and significant effect on Employee Performance (Y), with a coefficient value of 0.646 and a significance value of 0.000. This means that the better the nonphysical work environment perceived by employees, the higher the employee performance would be [4].

The nonphysical work environment had a stronger effect on employee performance than work motivation because it had a larger coefficient value [7].

The error value e_1 of 0.412 indicated that there were still other factors outside the Nonphysical Work Environment that influenced Work Motivation. Meanwhile, the error

value e^2 of 0.288 indicated that Employee Performance was also influenced by other factors outside the Nonphysical Work Environment and Work Motivation [12][18].

The indirect effect of the nonphysical work environment on employee performance through work motivation can be seen in the following equation:

$$pyx Y = pzx X * pyz Z = 0.911 * 0.332 = 0.302$$

The indirect effect of the nonphysical work environment on employee performance through work motivation was 0.302, while the direct effect of the nonphysical work environment on employee performance was 0.646. This showed that the direct effect was greater than the indirect effect, proving that the nonphysical work environment did not have a significant indirect effect on employee performance through work motivation [18].

The total effect of the nonphysical work environment on employee performance can be calculated using the following equation:

$$\text{Total X to Y} = \text{Direct effect} + \text{indirect effect}$$

$$\text{Total X to Y} = 0.646 + 0.302 = 0.948$$

This result showed that the total effect of the nonphysical work environment on employee performance was 0.948, indicating that the total effect given was very large [12].

Table 5. Determination Test in Model I and Model II

Model	R	R Square	Adjusted R Square
I	0,911 ^a	0,830	0,827
II	0,958 ^a	0,917	0,915

In Model I, the R Square value was 0.830, indicating that 83.0 percent of work motivation could be explained by the nonphysical work environment with a very strong relationship, as the R value of 0.911 was greater than 0.8. In Model II, the R Square value was 0.917, indicating that 91.7 percent of employee performance could be explained by the nonphysical work environment and work motivation with a very strong relationship, as the R value of 0.958 was greater than 0.8.

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4.1 The Direct Effect of the Nonphysical Work Environment (X) on Work Motivation (Z)

The results of path analysis showed that the Nonphysical Work Environment had a positive and significant effect on Work Motivation at PT PLN (Persero) ULP Helvetia. The path coefficient value of 0.911 with a significance value of 0.000 indicated that the better the nonphysical work environment perceived by employees, the higher the employees' work motivation would be [28]. This result proved that working relationships, communication, leadership support, a sense of security, and the psychological atmosphere of work had a major role in encouraging employee enthusiasm [29].

This finding was in line with Hasibuan's theory, which stated that work motivation was influenced by a positive work environment, effective leadership, communication, recognition, and job satisfaction [11]. At PT PLN (Persero) ULP Helvetia, this effect could occur because electricity customer service work required fast coordination, discipline, teamwork, and responses to public complaints. A harmonious work environment helped employees feel supported in completing service tasks, administrative work, and disturbance handling.

The company had encouraged the formation of a supportive work environment through task distribution, coordination among divisions, the implementation of a service work culture, and the use of digital service channels to accelerate responses to customers. When employees felt that communication was running well and organizational support was available, their

drive to work responsibly increased. This result was also consistent with previous studies which proved that the nonphysical work environment had a positive and significant effect on work motivation [26][28][29].

4.2 The Direct Effect of the Nonphysical Work Environment (X) on Employee Performance (Y)

The results of path analysis showed that the Nonphysical Work Environment had a positive and significant effect on Employee Performance, with a coefficient value of 0.646 and a significance value of 0.000. This value indicated that a good nonphysical work environment was able to improve quality, quantity, punctuality, cost efficiency, supervision, and relationships among employees [4]. Thus, the better the work atmosphere, communication, leadership, and social relationships at PT PLN (Persero) ULP Helvetia, the better the employee performance would be.

This finding was consistent with Kasmir's theory, which explained that employee performance was influenced by many factors, one of which was the work environment [10]. At PT PLN (Persero) ULP Helvetia, the effect of the nonphysical work environment became very strong because employees worked in a service system that required accuracy, speed, responsibility, and cooperation. Electricity services were not only related to administrative work, but also to customer satisfaction and the handling of public needs. Thus, internal communication and coordination became very important factors in determining work success.

The nonphysical work environment had a greater effect than work motivation because the work environment was a factor that directly shaped employees' daily work behavior [6]. Motivation was an internal drive, while the nonphysical work environment provided real conditions experienced by employees every day, such as leadership direction, coworker relationships, clarity of communication, and organizational atmosphere. When the work environment was conducive, employees could more easily work according to standards [7]. This result was in line with previous studies which proved that the work environment had a positive and significant effect on employee performance [4][6][7].

4.3 The Direct Effect of Work Motivation (Z) on Employee Performance (Y)

The results of path analysis showed that Work Motivation had a positive and significant effect on Employee Performance at PT PLN (Persero) ULP Helvetia. The path coefficient value of 0.332 with a significance value of 0.000 proved that increased work motivation could improve employee performance. This means that employees who had a drive to achieve goals, work enthusiasm, initiative, creativity, and a sense of responsibility tended to produce better work results [8].

This finding was in line with Hasibuan's theory, which explained that work motivation was a driving force that created work enthusiasm so that individuals were willing to cooperate, work effectively, and be directed toward achieving goals [11]. Kasmir stated that work motivation was one of the factors that influenced employee performance [10]. At PT PLN (Persero) ULP Helvetia, work motivation was needed because employees faced public service work that demanded accuracy, response speed, and readiness to handle customer complaints.

The company had attempted to encourage employee motivation through task responsibility, service target achievement, work supervision, and increasingly fast and transparent service demands. These encouragements could make employees more oriented toward work results, maintain service quality, and complete tasks on time. Although the effect of motivation was smaller than that of the nonphysical work environment, motivation remained an important factor because it was related to employees' willingness to work harder and more responsibly.

This result supported previous studies which proved that work motivation had a positive and significant effect on employee performance [8][9][27].

4.4 The Indirect Effect of the Nonphysical Work Environment (X) on Employee Performance (Y) through Work Motivation (Z)

The results of path analysis showed that the indirect effect of the Nonphysical Work Environment on Employee Performance through Work Motivation was 0.302, obtained from the multiplication of the coefficients 0.911 and 0.332. This value was smaller than the direct effect of the Nonphysical Work Environment on Employee Performance, which was 0.646. This finding showed that Work Motivation had not become a stronger intervening path in explaining the effect of the nonphysical work environment on employee performance [12].

Theoretically, this result was still consistent with Hasibuan, who stated that a positive work environment could increase work motivation, and Kasmir, who explained that the work environment and work motivation influenced employee performance [10][11]. However, at PT PLN (Persero) ULP Helvetia, the nonphysical work environment had a stronger direct effect on performance because employees' work greatly depended on coordination, communication, leadership direction, and operational cooperation. When working relationships and communication ran well, employees could carry out service tasks more quickly and accurately without fully depending on increased motivation first.

This finding showed that work motivation still played a role in strengthening the relationship, but had not become the main mediating factor [29]. This could occur because electricity service work standards, task distribution, coordination systems, and customer response demands had directly shaped employee work behavior. This result differed from previous studies that found an indirect effect of the work environment on performance through work motivation. In this study, however, the direct effect was proven to be more dominant [30][31].

Conclusion

The results of this study showed that the nonphysical work environment had a positive and significant effect on work motivation and employee performance at PT PLN (Persero) ULP Helvetia. Work motivation also had a positive and significant effect on employee performance. However, the indirect effect of the nonphysical work environment on employee performance through work motivation was smaller than its direct effect. This finding also showed that the nonphysical work environment became the most dominant factor in improving performance.

PT PLN (Persero) ULP Helvetia needs to strengthen the nonphysical work environment through open communication, harmonious working relationships, supportive leadership, and a fair reward system. Leaders need to provide clear direction, regular feedback, and discussion space for employees in solving service problems. The company also needs to improve work motivation through performance appreciation, career development, training, and measurable work target setting. These efforts can encourage employees to work more disciplined, responsibly, and oriented toward improving customer service quality.

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