

## The Effect of Work Stress and Work Conflict on Employee Morale at PT Pegadaian Kanwil III Palembang

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### ARTICLE INFO

#### Article History:

Submitted August 13, 2025

Revised November 18, 2025

Accepted March 11, 2026

#### Keywords:

Work Stress, Work Conflict,  
Employee Morale

Published by the Faculty of Economics  
and Business, PGRI University of  
Palembang

### ABSTRACT

*This study aims to analyze the effect of work stress and work conflict on the work spirit of employees at PT. Pegadaian Kanwil III Palembang. In facing tight competition, company productivity and efficiency heavily depend on the quality of human resources, where work spirit is a key factor. However, dynamic work environments often lead to stress and conflict that can potentially decrease work spirit. This research uses a quantitative approach with a census method, involving 47 employees as the sample. Data were collected through questionnaires and analyzed using multiple linear regression after passing validity, reliability, and classical assumption tests (normality, multicollinearity, and heteroscedasticity). The partial*

*test (t-test) results show that work stress and work conflict individually have a significant influence on work spirit. Furthermore, the simultaneous test (F-test) proves that work stress and work conflict together also have a significant influence on employee work spirit. This finding underscores the importance of integrated management to handle stress and conflict in order to maintain the work spirit and productivity of employees at PT. Pegadaian Kanwil III Palembang.*

### A. INTRODUCTION

In the midst of endless competition, every business entity is required to knit its existence through the achievement of perfect productivity and impeccable efficiency. The determinant is the quality of human resources. Therefore, companies need to ensure good working conditions so that employees remain enthusiastic about working and working optimally.

Human resources, in their deepest sense, are the best asset of an organization. In the complex web of human resource management, many variables combine to adjust the company's trajectory towards excellence. Work spirit emerges as the main party that determines the organization in realizing its goals and maintaining its peak performance. A high morale drive individuals toward greater generative capacity, innovative ideas, and unwavering loyalty to the organization's contracts. Conversely, declining morale hints at adverse consequences, such as decreased output, increased absenteeism rates, and escalation of personnel turnover.

However, in a dynamic work environment, human agents often face a myriad of pressures, which often lead to work stress and work conflicts. Occupational discomfort or work stress, manifested as an oppressive burden borne by individuals, stems from overloading of tasks, the nature of heavy professional demands, or the influence of pressure from superiors and co-workers. If left unmanaged, this stress can erode an individual's efficacy, weaken work motivation, and even trigger physical and psychological disorders.

As expressed by Utami et al. (2021:10), work stress is a mismatch between skills, abilities and job demands that individuals receive, abilities and job demands are indispensable to avoid stress, confusion and conflict in the workplace. An unharmonious relationship between workers and the work environment can trigger work stress, which is



essentially a manifestation of deep dissatisfaction with the work itself. This stress is not just physical exhaustion, but an inner crisis that gives rise to a variety of negative emotions, such as anxiety, apathy, and irritability. Ultimately, this condition eats away at energy and motivation, leaving individuals vulnerable to ongoing fatigue and boredom (Aisah, 2023).

Haryati (2019: 16) describes conflict in the workplace as interstitial friction that arises when an individual is entrusted with new responsibilities before the previous commitment reaches its peak, a dilemma exacerbated by a bloated ego and a deficit in self-control. From a pejorative point of view, conflict is perceived as an antagonism in which the parties seek to subjugate each other, causing mutual discomfort. Instead, a constructive perspective sees conflict as a divergence between entities that struggle to realize their different goals without always having to collaborate (Hassanudin & Andriani, 2022).

Busro (2018:325) emphasizes that the work spirit embodies an organizational ethos that is overwhelmed by a burning enthusiasm in the execution of tasks, which thus drives individuals towards superior and more productive results. Sisca (2020:97) further conceptualizes this spirit as a catalytic condition, which spurs employees to enterprising and diligent application. Individuals who are inspired by high spirits tend to have a positive disposition, face challenges with renewed enthusiasm, and demonstrate unwavering dedication to their calling. That which is not handled carefully will inevitably erode their morale, cause mental fatigue, and reduce their involvement in work. Conversely, if these challenges are navigated wisely, they can transform into powerful catalysts, driving individual evolution and increased efficacy.

Therefore, the company bears the obligation to design a wise strategy for stress and conflict management, thus maintaining the vitality of the work spirit. Such expertise usually resides within the personnel department or functions as an in-house consultant. The judicious integration of experts in human resource management into organizational structures will foster a highly collegial environment (Fernanda et al., 2023).

PT Pegadaian Regional Office III Palembang realizes this noble goal, its existence is highly dependent on the performance and work spirit of its employees. However, in carrying out their duties and responsibilities, Pegadaian retainers also face various pressures, both from high work volumes, the demands of achievement targets, to complex interactions with clients and colleagues. These pressures have the inherent potential to cause occupational discomfort and conflict in the workplace, thus affecting employee morale.

At PT Pegadaian Regional Office III Palembang, employee morale experienced a real attenuation, a phenomenon that can be attributed to the confluence of internal problems. These challenges arise from the occupational discomfort arising from intense work pressure, excessive workload, and the tyranny of tight deadlines, manifesting in the declining quality of service. At the same time, internal disputes, stemming from ideological differences between colleagues or with superior figures, can damage the work atmosphere, fostering an environment of mutual competition in which individuals struggle for preferential judgment, often at the expense of mutual support. Both of these conditions have the potential to weaken motivation, reduce loyalty, and dampen employee morale in carrying out their duties.

In the professional realm, work spirit stands as the main determinant that affects productivity and operational effectiveness. Despite this, this spirit is susceptible to the influence of various factors, both endogenous and exogenous, the prominent of which are occupational discomfort and conflicts in the workplace. Previous empirical investigations have consistently shown the detrimental impact of stress and strife in the workplace on the vitality of employee morale.

A recent empirical investigation by Fernanda et al. (2023), the findings emphatically show a significant positive correlation between these variables and work morale when considered simultaneously. This research underscores the vital urgency of thoughtful stress management and robust conflict resolution mechanisms in the professional domain to ensure that the workforce remains optimally engaged and inspired by a burning spirit.

## **B. THEORETICAL STUDY**

### **Work Stress**

Mangkunegara (2017:157), the symptoms of this stress vary, including emotional symptoms such as anxiety, a tendency to isolate themselves; physiological disorders such as insomnia, increased smoking habits, difficulty relaxation, as well as anxiety, tension, nervousness, elevated blood pressure, and dysfunction of the digestive system. Hasibuan (2019:204) highlights the impact of work stress on employee satisfaction, where stress at work can affect an individual's psychological state, one of which occurs in a decline in job satisfaction levels. This is because job satisfaction itself is a positive affirmation and affection of employees for the tasks they undertake. So, when stress hits, those feelings of positivity and love tend to diminish.

### **Factors That Cause Work Stress**

Mangkunegara (2017:157) identified several essential factors that trigger the emergence of work pressure. This includes a workload that feels beyond the individual's capacity, a hectic and demanding schedule, substandard quality of supervision, a work environment that does not support health, both physical and psychological.

### **Indicators of Work Stress**

The indicators of work stress according to Afandi (2018:179) are:

- a. **Duty Obligations:** This refers to all aspects that are directly related to the obligations and responsibilities of the individual in his or her job.
- b. **Role Demands:** A pressure that arises as a consequence of the existence of a role performed by a person within the organizational entity structure.
- c. **Interpersonal Demands:** This pressure comes from interactions and relationships with fellow colleagues in the work environment.
- d. **Organizational Structure:** Lack of foresight in elaboration or having ambiguous configurations in the organization.
- e. **Organizational Leadership:** Refers to the pressure caused by specific managerial patterns in the management of the organizational order.

### **Work Conflict**

Budiarti et al. (2017:155) articulate that conflict is an inherent form of interaction, arising from the disparity of perspective between two entities. These interactions, in turn, can have both constructive and destructive effects for the parties involved. Mangkunegara (2023:156) interprets conflict as a manifestation of conflict, which results from a discrepancy between an individual's expectations of himself, another entity, or even an organization as a whole, and reality that turns out not to correspond to those expectations.

### **Types of Work Conflicts**

Kristanto (2020:23) classifies the phenomenon of conflict into four essential categories:

- a. **Interpersonal Conflict:** This form of conflict involves two individuals, often arising from inherent divergences in traits or character. The idiosyncratic uniqueness of each personality tends to trigger differences in perception.
- b. **Internal Conflict:** This conflict resides within a person. It can involve conflicts between fundamental values or conflicting needs, even opposing feelings such as affection and anger.
- c. **Intragroup (in Group) Conflicts:** These conflicts arise from disagreements and misunderstandings among the members of the group. It is rooted in interpersonal disputes or differences in views and ideas within a team.
- d. **Intergroup Conflict:** This conflict manifests when misunderstandings arise between teams that have different perceptions within an institution. In addition, competition also contributes to the emergence of conflicts between these groups.



### **Indicators of Work Conflict**

According to Handoko (2022:169), in his adages on Personnel and Human Resource Management, friction in the workplace manifests through several essential markers:

#### **Indicators of Work Conflict**

- a. According to Handoko (2022:169), in his adages on Personnel and Human Resource Management, friction in the workplace manifests through several essential markers:
- b. Differences in goals: Conflict arises when the goals held by each individual or group tend to vary, especially if the aspirations contradict each other.
- c. Task dependence: In an organizational entity, it is not uncommon for one task to depend on the completion of another. This dependence has the potential to foster conflict if one of the parties fails to fulfill its obligations promptly.
- d. Differences in values or perceptions: Each subject has a unique system of values, norms, or perspectives on reality. When these values or perceptions clash, the potential for conflict intensifies exponentially.
- e. Competition for Resources: Friction can also arise from the scarcity of vital resources such as time, capital, facilities, and labor that must be allocated competitively among units or individuals.

### **Work Spirit**

Hasibuan (2019:121) defines work spirit as a combination of intrinsic motivation and a person's firm commitment in fulfilling their duties with discipline and optimality, in order to achieve maximum achievements. Meanwhile, Widyaningrum (2020:22) stated that work ethic reflects the totality of the experience experienced by employees in a corporate entity or institution.

### **Factors That Affect Morale**

The existence of the work spirit of the members of the organization is always influenced by the constellation of factors described by management experts. Widyaningrum (2020:22) identifies six crucial elements that make up the vitality of work ethic in a business entity:

- a. Adequate Salary: The company's leadership must always review and ensure that the compensation provided to employees is adjusted and considered acceptable.
- b. Attention to spiritual needs: In addition to material demands in the form of sufficient wages, individuals also need the fulfillment of spiritual needs. This is manifested in the provision of facilities for spiritual practice and the cultivation of mutual respect for each other's beliefs
- c. Creating a conducive atmosphere: A calm and pleasant work atmosphere, which is felt by the workers, can prevent the onset of boredom and frustration. Therefore, company leadership needs to create a harmonious and comfortable work climate so that employees can increase their enthusiasm in fulfilling their duties.
- d. Allocation, it is necessary to ensure that workers are placed in positions that align with their inherent capabilities or skills.
- e. Sense of security and future: The enthusiasm emanating from employees' work activities can foster a sense of security towards their career trajectory. This in turn will maintain the stability of the company built from the capital it owns, and be able to provide security guarantees, both for the workers and the corporate entity itself.
- f. Provision of Optimal Facilities: Each must be adequate for its employees, because this is crucial in fostering a sense of comfort and controlling their work spirit.

### **Indikator Semangat Kerja**

Nitisemeto (2015:156) mengidentifikasi beberapa indikator yang merefleksikan adanya semangat kerja:

- a. Absences: This refers to the absence of employees who leave their professional duties due to personal reasons.

- b. Cooperation: Indicates an individual's willingness to collaborate with peers to achieve collective goals.
- c. Job Satisfaction: An emotional state, both pleasant and unpleasant, in which workers view their professional activities.
- d. Discipline: Reflecting behavior that is in line with the regulations that have been set by the organization).

### C. RESEARCH METHODS

Metode penelitian ini bertujuan untuk menguji pengaruh stres kerja dan konflik kerja terhadap semangat kerja pegawai PT Pegadaian Kanwil III Palembang. Penelitian ini menggunakan pendekatan kuantitatif dengan metode sensus, di mana seluruh populasi yang terdiri dari 47 pegawai dijadikan sampel. Data primer dikumpulkan melalui kuesioner yang disebarakan kepada responden, sementara data sekunder diperoleh dari dokumen internal dan literatur terkait. Skala Likert digunakan untuk mengukur respons responden. Sebelum analisis, instrumen penelitian akan diuji validitas dan reliabilitasnya. Selanjutnya, data akan dianalisis menggunakan regresi linear berganda, yang didahului dengan uji asumsi klasik (normalitas, multikolinearitas, dan heteroskedastisitas) untuk memastikan validitas model. Untuk menguji hipotesis, penelitian ini akan menggunakan Uji t untuk menguji pengaruh parsial dan Uji F untuk menguji pengaruh simultan dari variabel bebas terhadap variabel terikat.

### D. RESULTS AND DISCUSSION

#### Validity Test

A reflection of its ability to accurately measure what should be measured. The questions in it must be relevant and representative, so that the instrument can be considered feasible and appropriate in collecting valid data.

**Work Stress Validity Test Table (X<sub>1</sub>)**

No	Item	Calculation	rtabel	Remarks
1	P1	0,582	0,287	Valid
2	P2	0,602	0,287	Valid
3	P3	0,576	0,287	Valid
4	P4	0,554	0,287	Valid
5	P5	0,594	0,287	Valid
6	P6	0,510	0,287	Valid
7	P7	0,708	0,287	Valid
8	P8	0,529	0,287	Valid
9	P9	0,600	0,287	Valid
10	P10	0,532	0,287	Valid

Source: Data Processed, 2025

Empirically showing proves that the instrument does measure what it claims to be valid.

**Table of Work Conflict Validity Test Results (X<sub>2</sub>)**

No	Item	Calculation	rtabel	Remarks
1	P1	0,604	0,287	Valid
2	P2	0,655	0,287	Valid
3	P3	0,714	0,287	Valid
4	P4	0,678	0,287	Valid
5	P5	0,570	0,287	Valid
6	P6	0,630	0,287	Valid
7	P7	0,667	0,287	Valid
8	P8	0,682	0,287	Valid
9	P9	0,662	0,287	Valid
10	P10	0,655	0,287	Valid

Source: Data Processed, 2025



Empirically showing proves that the instrument does measure what it claims to be valid.

**Work Spirit Validity Test Table (Y)**

No	Item	Calculation	r <sub>tabel</sub>	Remarks
1	P1	0,660	0,287	Valid
2	P2	0,675	0,287	Valid
3	P3	0,649	0,287	Valid
4	P4	0,623	0,287	Valid
5	P5	0,684	0,287	Valid
6	P6	0,667	0,287	Valid
7	P7	0,627	0,287	Valid
8	P8	0,644	0,287	Valid

Source: Data Processed, 2025

Showing empirically proves that the instrument does measure what it claims to be valid.

**Reliability Test**

The realism, or reliability, of a questionnaire is a reflection of its consistency and stability in measuring a variable.

**Table of Reliability Test Results**

Variabel	Cronbach Alpha > 0,60	Reliability Standards	Remarks
Work Stress (X1)	0,777	>0,60	Reliabel
Work Conflict (X2)	0,846	>0,60	Reliabel
Work Spirit (Y)	0,665	>0,60	Reliabel

Source : processed by researcher, 2025

Shows adequate internal consistency, so that it can be relied upon to measure the variables in question stably.

**Classic Assumption Test**

**Normality Test**

The normality test measures the distance between the observed data distribution and the theoretical normal distribution.

**Table of Normality Test Results**

Unstandardized Residual		
N		47
Normal Parameters <sup>a,b</sup>	Mean	58,9769
	Std. Deviation	42,93784
Most Extreme Differences	Absolute	0,095
	Positive	0,095
	Negative	-0,086
Test Statistic		0,095
Asymp. Sig. (2-tailed)		.200 <sup>c</sup>

Source: Data Processed, 2025

The results show that the value of Asymp. The sig. (p-value) is 0.200, a number that empirically goes far beyond the 0.05 threshold. This is not just a number, but rather a confirmation that the residual distribution of this research model is within the normal corridor.

**Multicollinearity Test**

Multicollinearity is a statistical phenomenon that occurs when there is a high correlation between independent variables in a regression model. This test is done to ensure that each independent variable stands independently and does not influence each other excessively.

**Multicolonality Test Results Table**

Variabel	Tolerance	LIVE	Remarks
Work Stress	0,872	1,147	Not Happening Multicollinieritas
Work Conflict	0,872	1,147	Not Happening Multicollinieritas

Source: Data Processed, 2025

It shows that the independent variables in this model stand independently and are not excessively dependent on each other. Thus, we can proceed with the analysis with the confidence that the resulting regression coefficient will not be distorted, and that this model is feasible for use in interpreting the causal relationships between variables.

### Heteroscedasticity Test

The heteroscedasticity test is a philosophical search for the consistency of variance in regression models. The goal is to ensure that the variance of the residue or prediction error is uniform across the observation spectrum. If the variance is not uniform, or heteroscedasticity occurs, it indicates the presence of instability in the model, as if the laws of nature we formulated were not universally applicable.

**Table of Heteroscedasity test results**

Variabel	Sig	a	Remarks
Work Stress	0,881	>0.05	No heteroscedasticity occurs
Work Conflict	0,745	>0.05	Heteroscedasticity Is Not Present

Source: Data Processed, 2025

It shows that the model is not disturbed by irregular fluctuations of variance, so it can be said that the causal law formulated applies consistently across the data spectrum.

### Data Analysis Techniques

#### Multiple Linear Regression Analysis

**Table of Multiple Linear Regression Results**

Variabel	B	Std. Error	Beta
constant	13,506	2,986	
Work Stress	0,338	0,064	0,573
Work Conflict	0,138	0,055	0,331

Source: Data Processed, 2025

$$Y = 13,506 + 0,338X_1 + 0,138 X_2$$

From the above equation, it can be used as a basis to be interpreted as follows:

- The Constant Coefficient has a positive value, meaning that the work stress at the pawnshop is 13,506 units, if work stress, work conflict, and work morale are as a score unit, then work morale is 13,506.
- The X<sub>1</sub> variable is 0.338, if the work-stress-free variable is increased by 1%, then work morale will increase by 0.338. On the other hand, if the work stress variable decreases by 1%, the work morale variable will decrease by 0.338.
- The value of the work conflict regression coefficient is 0.138, which means that the work conflict decreases, so the work conflict is assumed at PT. Pawnshops in the Palembang Regional Office III have minimal occurrences.

### Correlation Coefficient Analysis

The correlation values resulting from this analysis serve as a reflection of the relationships between the variables:



**Correlation coefficient estimation number table**

No	Interval Koefisien	Tingkat Hubungan
1.	0,00 - 0,199	Sangat Rendah
2.	0,20 - 0,399	Rendah
3.	0,40 - 0,599	Sedang
4.	0,60 - 0,799	Kuat
5.	0,80 - 1,000	Sangat Kuat

Sumber : Priyatno, 2021

**Tabel Hasil Uji Koefisien Korelasi**

Item	R	Std. Error of the Estimate
1	0,784	2,591

Source: Data Processed, 2025

The relationship between work stress and work conflict was revealed in a correlation coefficient (r) value of 0.784. This number does not just indicate a relationship, but an inseparable relationship. This relationship is positive, suggesting that an improvement in one aspect directly intensifies the other. In other words, work conflict is not a separate entity, but rather a catalyst that significantly exacerbates stress, and together, both erode morale to the lowest point.

**Coefficient Determination Analysis**

Determination coefficient testing is an analytical step that aims to assess how much influence independent variables have on bound variables. In other words, this test reveals the percentage of variation in the bound variable that can be explained by the independent variable. The numbers generated from these tests show the strength of the predictive relationships between these variables, providing a more concrete picture of the extent to which the model is able to explain the observed phenomenon.

**Table of Test Results Coefficient of Determination**

Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,615	0,597	2,591

Source: Data Processed, 2025

An analysis of the determination coefficient (R2) of 0.615 revealed that 61.5% variability in work morale can be explained by stress and conflict dynamics. This number is not just a statistic, but a philosophical recognition that the existence of stress and conflict is no longer a separate external factor, but an integral part that significantly shapes and influences the reality of work morale at PT. Regional Office Pawnshop III. Thus, this relationship is no longer limited to correlation, but a substantial causal attachment.

**Uji Hypothesis**

**-t test**

The t-test is an attempt to examine the **significance of the influence** of one independent variable on the dependent variable partially. It is like a lens that focuses attention on the "one-off" relationship, to see if the contribution of the variable is really real or just a coincidence.

**Table of Partial Test Results (t)**

Model		Standardized Coefficients			t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,506	2,986		4,523	0,000
	Work Stress	0,338	0,064	0,573	5,310	0,000
	Work Conflict	0,158	0,055	0,311	2,879	0,006

Source: Data Processed, 2025

- a. A  $t_{cal}$  value of 5.310 was obtained with a sig value of 0.000. This indicates that the sig value is less than 0.05. With that,  $H_0$  is rejected and  $H_a$  is accepted, it can be concluded that there is a partial influence between the work-stress-free variable ( $X_1$ ) on the work-spirit-bound variable ( $Y$ )
- b. The  $t_{cal}$  value was obtained of 2.879 with a sig value of 0.006. Thus,  $H_0$  is accepted and  $H_a$  is rejected, it can be concluded that partially the work-conflict-free variable ( $X_2$ ) has no effect on the work-spirit bound variable ( $Y$ ).

### Test -F

The F test is a more holistic analysis. He tested the significance of the influence of all independent variables on the dependent variables simultaneously. The F test is like an orchestra that looks at whether the harmony of all the instruments (variables) collectively produces a meaningful melody.

**Table of Test Results-F (Simultan)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	473,154	2	236,577	35,391	.000
	Residual	294,123	44	6,685		
	Total	767,277	46			

**Source: Data Processed, 2025**

The value of  $F_{cal}$  in the regression model is 35.391 with a significant of  $0.000 < 0.05$ , so the significant level of the regression model is smaller than the real rate. So these results show that the independent variable simultaneously has a significant influence on the dependent variable.

## Discussion of Research Results

### The Effect of Work Stress on Work Morale

Based on the results of the research on linear regression analysis, the analysis shows that work stress ( $X_1$ ) has a significant and positive influence on work morale ( $Y$ ). With a regression coefficient of 0.338, every increase in one unit of work stress has the potential to increase work morale by 0.338. This unidirectional relationship, supported by a  $t_{cal}$  value (5.310) and significance (0.000) that goes beyond the critical limit (0.005), indicates that the null ( $H_0$ ) hypothesis is rejected and the alternative hypothesis ( $H_a$ ) is accepted. Theoretically, these findings challenge the conventional view that stress is always destructive. Instead, well-managed stress can transform into eustress, a positive impulse that motivates individuals to be more focused, responsible, and passionate about completing their tasks. This research is in line with the findings of Fernanda (2023), which also confirms the significant influence between work stress and work morale, showing that healthy stress can be optimized to improve employee performance.

### The Effect of Work Conflict on Work Morale

The calculated value of 2.879 with a significance of 0.006, which is below the threshold of 0.05, statistically rejects the null hypothesis ( $H_0$ ). This is not just a number, but a philosophical affirmation that the conflict of work is not an entity separate from the spirit of work, but a force that fundamentally erodes it. This negative relationship suggests that conflict, in essence, is a disruption to collective harmony, which directly reduces individual energy and motivation. These findings are in line with Wijaya's (2023) research, which also found that work conflicts have a negative impact on work morale. This confirms that conflict management is not just an operational task, but an ethical imperative for leaders to maintain psychological integrity and collective vitality in the workplace. Ignoring conflict is tantamount to allowing the erosion of morale, which will ultimately undermine the foundations of productivity and well-being in the company.



### **The Effect of Work Stress and Simultaneous Work Conflicts on Work Morale**

Based on the results of  $F_{cal}$  in the regression model 35.391 with a significance of  $0.000 < 0.05$ , the significant level of the regression model is smaller than the real rate. So these results show that independent variables of work stress and work conflict simultaneously have a significant influence on the dependent variable, namely work morale. These findings show that the work ethic of employees at PT. Pegadaian Regional Office III Palembang is not a stand-alone entity. Instead, work morale is a collective reflection of complex internal dynamics, in which work stress and work conflicts interact simultaneously to shape and influence it. The presence of these two factors simultaneously becomes a force that, both positively and negatively, cannot be ignored. These findings are supported by research by Aisah (2023), who also found that work stress and work conflicts significantly affect morale and performance. This confirms that to improve morale, a holistic approach is needed that focuses not only on one factor, but on the work ecosystem as a whole, by managing both stress and conflict as an integral part of the organization's culture.

## **E. CONCLUSION AND SUGGESTIONS**

### **Conclusion**

- 1) There is a significant influence between work stress on the work morale of employees at PT. Regional Office Pawnshop III
- 2) There is a significant influence between work conflicts on the morale (Y) of employees at PT. Regional Office Pawnshop III
- 3) Work stress and work conflicts together have a significant influence on the work morale of employees at PT. Regional Office Pawnshop III.

### **Suggestion**

- 1) Work Stress Management: Given that work stress has a significant effect, management is advised to create a better work environment by structuring a proportionate workload, providing adequate rest time, and providing a stress management program.
- 2) Work Conflict Control: Although the effect is not significant individually, work conflicts still need to be minimized to maintain harmony. Management can implement an open communication system and conduct conflict resolution training so that the negative potential of conflicts can be controlled.
- 3) Integrated Approach: Since stress and work conflict together affect morale, companies are expected to manage these two factors in an integrated manner. This can be achieved through HR policies that support work-life balance, strengthen communication between teams, and build a sportsmanlike work culture.

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