

Conflict Management in The Workplace and Its Impact on Employee Productivity in Private Companies

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ABSTRACT

This study aims to determine "the effect of conflict on employee performance at Giant Pekanbaru". In this study, a sample of 90 people was used. Data collection was carried out through questionnaires and data analysis techniques used with a significance level of 0.05 were validity test, reliability test with cronbachalpha, simple linear regression and t test analysis and analysis of determination R Square (R²). The results of the analysis and data of this study using the help of SPSS Version 16.0, the results of the simple linear regression equation are $Y = 45.561 + 0.256X$. Based on the results of the research on the t-test showed results, $T_{count} > T_{table}$ or $2,250 > 1,987$. So it can be concluded that there is a significant influence between conflict on performance. Based on the data obtained from the variable Y (performance), obtained R Square (R²) of 0.597 or 59.7%. R Square is used to determine the percentage of the influence of the Independent variable (conflict) on the Dependent variable (performance) is 59.7% while the remaining 40.3% is influenced by other variables not examined.

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INTRODUCTION

Hasim et al. (2021) mentions, when people in an organization collaborate on work, conflicts or disputes can arise. Any company must have experienced internal conflicts. Starting from the level of individuals, groups, to units. Starting from the degree and scope of small to large conflicts. The relatively small ones, such as personal disputes between employees, to relatively large ones, such as different views on business strategy among management. Another example of a relatively large conflict is between employees and management. We can visually follow the daily news in various media. There appears conflict in the form of demonstrations and strikes. Is it because of demands for compensation, welfare, career promotion justice, or because of demands for employee human rights? (Agusra et al., 2021; Alhempri et al., 2021; Iskamto, 2021, 2022a; Rinny et al., 2020; Srimulatsih, 2021).

The old view considers conflict within the organization as a negative thing, leading to the division of institutions, because it must be eliminated because it hinders optimal performance. Conflict is also referred to as differences in goals, backgrounds or stances between two or more people. These differences can be seen from the nature, personality, background, values, interests and others. Disputes are considered as an

indication that something is wrong with the organization, and that means the organization's rules are not being followed (Guci et al., 2022; Netemeyer et al., 2005; Schjoedt, 2013).

Competition in the current era of globalization is increasingly competitive. And one of the key success factors of a company today is reliable human resource management. Human resource management is very important because it is closely related to the achievement of employee performance in the company, which is basically a process of integrating employee needs with company goals.

Often differences in a company from individuals or groups trigger conflicts and lead to conflicts (Netemeyer et al., 2005). Conflicts in organizations or companies can occur for various reasons, for example, communication that does not go well, unclear structure or work and problems related to the personality of each individual or different group. Although conflict is not a bad thing, conflict can have negative impacts that can be detrimental not only to individuals or groups who face it but also to the company as a whole. Conflict is something that must be faced by every company.

Table 1.: Frequent Conflicts

Conflict Type	Conflict Example
Conflict between superiors and superiors	A sense of wanting to stand out from each other in the expertise of leading a company or organization
Conflict between superiors and subordinates	Superiors behave inappropriately towards subordinates so that employees feel intimidation of their rights in doing a job
Subordinate conflict with subordinate	Unfair competition among employees in terms of occupying certain positions

Data Source: Giant 2019

From table 1. above, it can be seen that the differences between conflicts can be divided into positive conflicts and negative conflicts, namely: Positive conflict with the existence of conflicts between employees and superiors can make a company or organization survive and adapt to its environment (Iskamto, 2022b; Rajak, 2014). According to Schjoedt (2013) Negative conflicts with the existence of these conflicts can hinder communication with employees and can also hamper the production process and even the production process itself can be stopped.

LITERATURE STUDY

According to Ahmadi (2009), he sees conflict as part of an opposing process of human social interaction (oppositional process). That is, conflict is part of a process of social interaction that occurs because of differences in physical, emotional, cultural, and behavioral. A similar opinion was expressed by Tommy (2010) that work conflict is a conflict between a person and another person or a mismatch of conditions felt by employees due to communication barriers, differences in goals and attitudes and depending on work activities. Conflicts that occur in organizations caused by differences in goals, communication errors, dependence on work activities, differences in judgment and effective errors.

Winardi (2004), suggests that conflict is an opposition or disagreement between people, groups or organizations. Work conflict is a dispute, a conflict between two people or two groups where the actions of one contradict the other so that one or both of them interfere with each other (Hussain, 2020; Jiang & Probst, 2015). According to Wirawan (2010), conflict is the 7th of 10 priorities for a manager in leading his company. Conflict is an essence of human life and development which has various characteristics. Basically, humans have differences ranging from differences in gender, social strata, education, economy, religion,

culture, purpose of life, nation, and law. And this difference usually causes conflict. And this is the definition of conflict according to Wirawan, (2010:5):

Conflict Indicator

According to Fitriana (2013) the indicators of work conflict are as follows:

a. Misscommunication

If someone or more receives information that is different or not the same as the source of information, there will be a fundamental difference in perceiving the content of the perception.

b. Goal difference

If someone or more have dissimilarities in looking at the goals to be achieved so that there is a conflict in addressing these goals.

c. Differences in judgment or perception

Differences in judgment between members in an organization, often accompanied by differences in attitudes, value discrepancies, perceptions, which can also lead to work conflicts.

d. Interdependence of work activities

There is work interdependence, if one or more people depend on each other in completing their respective tasks. Conflict will occur if one of them is given an excessive amount of work and if one or more employees have to wait or depend on other employees for their work.

e. Error in affection

If someone treats his co-workers to be uncomfortable at work, especially in terms of feelings or moods. Based on the conflict indicators above, in this study using .

Employee Performance Indicator

According to Malay SP Hasibuan (2009), indicators in employee performance are as follows: 1) Performance, Assessment of work results both quality and quantity that can be produced by employees. 2) Discipline. 3) Discipline assessment in complying with existing regulations and doing work in accordance with the instructions given to him. 4) Creativity Assessment of employees' abilities in developing creativity to complete work so that they can work more efficiently and effectively. 5) Cooperate, Assessment of employees' willingness to participate and cooperate with other employees vertically or horizontally inside and outside so that their work results are better. 6) Skills, Judgment in unifying and aligning the various elements involved in policy making and in management situations. 6) Responsibility. Assessing the willingness of employees to take responsibility for their policies, work and work results, facilities and infrastructure used, and work behavior

The Effect of Conflict on Employee Performance

Conflicts that occur in an agency will have an impact on employee performance. If the level of conflict is optimal, where the level of conflict is very functional, it will have an impact on maximum employee performance (PL Ghazali et al., 2018, 2019; PLB Ghazali, 2020). If the conflict is too low, employee performance will stagnate or low and employees will be slow in adjusting to various environmental developments. Meanwhile, if the level of conflict is too high, it will lead to chaos, uncooperative, and hinder the achievement of organizational goals (Wahyudi, 2011).

METHOD

This research was conducted at PT. Hero Supermarket Tbk Giant Jackfruit Branch Jl. Tuanku Tanmbusai Pekanbaru. According to Sugiyono (2010), the sample is part of the number of characteristics possessed by the population. Furthermore, according to Sugiyono (2014:44), saturated sampling is a sampling technique when all populations are used as samples. In this study, the number of samples was 90 respondents and all of the population was sampled. Data processing and hypothesis testing using SPSS version 25.

RESULTS AND DISCUSSION

Based on the results of research that has been carried out through questionnaires to respondents through Conflict and Performance variables, it is necessary to test the feasibility of each of these variables and

indicators or it can also be said as a data quality test that aims to determine the limits of the accuracy of the measuring instrument (questionnaire).) an indicator of research variables can be done in the following way:

Validity test

In connection with testing the validity of the instrument, Sugiyono (2007:172) explains that what is meant by validity is a measure that shows the level of reliability or authenticity of a measuring instrument. If the instrument is said to be valid, it means that the measuring instrument used to obtain the data is valid, so valid means that the instrument can be used to measure what should be measured, Sugiyono (2007:172). According to Sugiyono (2009:179), it is necessary to know that the decision of the correlation calculation can be expressed by r arithmetic and r table as follows:

If r count r table then it is declared valid. If r count r table then it is declared invalid.

Table2:Validity Test Results

Variable	Items	r count	rtable	Note:
Conflict (X)	X.1	0.710	0.2072	Valid
	X.2	0.611	0.2072	Valid
	X.3	0.647	0.2072	Valid
	X.4	0.566	0.2072	Valid
	X.5	0.656	0.2072	Valid
	X.6	0.621	0.2072	Valid
	X.7	0.612	0.2072	Valid
	X.8	0.534	0.2072	Valid
	X.9	0.247	0.2072	Valid
	X.10	0.569	0.2072	Valid

From the results of the validity test (X1 to X10), it can be concluded that each statement indicator for the variables in this study is valid, because the statement is said to be valid if the r count value is greater than r table 0.2072. This means that all indicators can be used for further testing because each of the indicators above are valid or have been measured and can be relied on.

Table3:Validity Test Results

Variable	Items	R count	R table	Note:
Performance (Y)	Y.1	0.594	0.2072	Valid
	Y.2	0.555	0.2072	Valid
	Y.3	0.574	0.2072	Valid
	Y.4	0.533	0.2072	Valid
	Y.5	0.377	0.2072	Valid
	Y.6	0.377	0.2072	Valid
	Y.7	0.408	0.2072	Valid
	Y.8	0.250	0.2072	Valid
	Y.9	0.412	0.2072	Valid
	Y.10	0.331	0.2072	Valid

Y.11	0.342	0.2072	Valid
Y.12	0.537	0.2072	Valid

From the results of the validity test (Y1 to Y12), it can be concluded that each statement indicator for the variables in this study is valid, because the statement is said to be valid if the value of rcount is greater than rtable 0.2072. This means that all indicators can be used for further testing because each of the indicators above are valid or have been measured and can be relied on.

Reliability Test

Reliability is an index number that shows the extent to which a measuring instrument is trusted or reliable. In other words, reliability shows a consistency of a measuring instrument in measuring the same phenomenon. Reliability testing is to determine the consistency of the variable measurement results. Reliability measurement shows that the instrument is trusted so that it produces reliable data. Reliability Test is a tool for indicators of variables and constructs. SPSS provides facilities to measure Reliability with the Cronbach Alpha Statistical test. A measurement can be reliable if it has Cronbach's alpha coefficient equal to or more than 0.60 (Nunnally in Imam Ghozali, 2005:32).

Table .4: Reliability Test Results

Variable	Cronbach's Alpha	Reliability Limit	Information
Conflict	0.743	0.60	Reliable
Performance	0.691	0.60	Reliable

Based on table 5.3.2, it can be seen that the alpha coefficient for the Conflict variable (X) is 0.743 (>0.60). Performance (Y) is 0.691 (>0.60). So it can be concluded that all research instruments are reliable because the value of Cronbach's negligence is greater than the value of the missing coefficient of 0.60. It means that the variables used are consistent and reliable. The results of the reliability test in the table above show that the alpha coefficient values of the variables studied showed various results and the variables produced Cronbach's Alpha values greater than 0.60. Thus it can be concluded that the measuring instrument used in this study is reliable.

Hypothesis testing

Partial test (t test)

The t-test was used to determine the significant level of the influence of the independent variable on the dependent variable. From the results of the output regression can be presented as follows:

Table 5: Test result t

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	45.561	4049		7,685	.000
	CONFLICT	.256	.132	.271	2,250	.000

a. Dependent Variable: PERFORMANCE

Based on table 5, it can be seen that the t-count value is 2.250. It is greater than t-table (1.987) with a significant level of 0.000 less than 5% (0.05), so conflict has a significant effect on employee performance at PT. Hero Supermarket Tbk Giant Jackfruit Branch Pekanbaru. This means that H_a is accepted and H_0 is rejected.

Analysis of the Coefficient of Determination R Square (R²)

The value of the coefficient of determination or R Square (R²) is used to determine how big the percentage of the influence of the independent variable (Conflict) on the dependent variable (Performance). From the results of processing with SPSS the following results are obtained:

Table6:Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.273a	.597	.589	2.2077

a. Predictors: (Constant), CONFLICT

b. Dependent Variable: PERFORMANCE

From the table, the coefficient value of R. Square (R²) is 0.597 (59.7%) which explains that the conflict in PT. Hero Supermarket Tbk Giant Nangka Pekanbaru Branch has an effect on employee performance by 59.7%. While the remaining 40.3% (100%-59.7%) describes other independent variables that were not observed in this study.

CONCLUSION

From the results of the research that has been done, it is concluded as follows: Judging from the calculation of the t-test is 2.2250. Larger than ttable (1.987). It is concluded that H_a is accepted and H₀ is rejected, so the hypothesis which states that there is a significant relationship between conflict and performance is acceptable. Judging from the results, that R² is 59.7%. While 40.3% is influenced by other factors not examined in this study. This means that conflict has a major influence on the performance of employees of Giant Nangka Pekanbaru. This finding is in accordance with the findings of previous scholars (Barsulai, 2022; Dijkstra et al., 2011; Paresashvili et al., 2021)

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