The Effects of Conflict on the Performance of Production Section Employees at PT. YKT Gear Indonesia

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ABSTRACT

Conflict is a mismatch between two or more members or groups (in an organization or company) that must share limited resources or work activities and/or because of the fact that they have different status, goals, values, or perceptions. Conflicts can occur anywhere, including in a company, conflict occurs because each party or one party feels disadvantaged. Conflicts can have negative consequences but can also have positive consequences.

This research was conducted in a company, namely in PT YKT Gear Indonesia, the purpose of this study was to determine the extent of conflict can affect PT YKT Gear Indonesia's employees, whether the influence of conflict can reduce the performance of PT YKT Gear Indonesia's employees or can improve PT YKT Gear employee performance Indonesia.

From the results of this study it can be concluded that based on the results of a simple regression analysis, conflict has a positive influence on employee performance that is equal to 0.344. This means that a one-point increase in Conflict will result in an increase in Employee Performance at PT YKT Gear Indonesia of 0.344 and vice versa, if there is a one-point decrease in Conflict, it will be followed by a decrease in Employee Performance of 0.344 at PT YKT Gear Indonesia. While based on the results of a simple correlation analysis the effect of conflict on performance is moderate positive because the resulting r value is 0.434. Based on the coefficient of determination it can be concluded that conflict has a contribution of 18.81% to the performance of PT YKT Gear Indonesia employees, the remaining 81.91% is influenced by other factors.

1. Introduction

An organization is established with a variety of predetermined objectives. The purpose of the Agency can be achieved if management can manage, mobilize and use the resources owned including human resources, effectively and efficiently. Although supported by facilities and infrastructure and excessive resources, but without the support of reliable human resources, company activities will not be resolved properly. According to Wilson Bangun (2012: 6): Human resource management can be defined as a process of planning, organizing, staffing, mobilizing, and overseeing the procurement, development, compensation, integration,
maintenance and separation of workers to achieve organizational goals.

This shows that human resources are one of the key points that must be considered with all their needs. As the main key, human resources will determine the success of the company's activities. A company is an organization consisting of a group of people who work together to achieve a predetermined goal. People who are in the organization, whether as employees or employees, play a decisive role, because the development of an organization depends on human resources, as a determinant and driver of the course of the organization. When people in an organization collaborate on work, conflicts or disputes can arise.

Hasibuan (2013: 199) describes the following conflicts:
"Conflict is unfair competition based on ambition and emotional attitude in gaining victory".

The old view considers conflict in organizations as a negative thing, leading to division of institutions, because it must be eliminated because it inhibits optimal performance. Disputes are considered an indication of something wrong with the organization, and that means organizational rules are not implemented. At this time, a number of management experts assume that conflict within the organization cannot be avoided, and its existence can clarify the problem, know the shortcomings of the organization, solutions to weaknesses, can lead to organizational goals.

The influence of Conflict on Employee Performance is reflected in Hasibuan's statement (2013: 201) "Conflict must be prevented and resolved as early as possible, so that good cooperation can be realized, avoiding tension and division among employees". Healthy competition must always be created and fostered so that organizational dynamics, creativity, self-introspection, self-development, work morale, and employee productivity increase.

Conflict in an organization will have an impact on organizational performance. If there is a conflict, at a low level, the work performance of a work unit will be low. Conversely, if there is constructive conflict, the work unit's performance begins to increase. If conflicts continue to occur, then they will turn into dysfunctional and so on into destructive conflicts. Power, energy, time and power, will be absorbed by the conflicts that occur. Work unit performance will decrease. Organizations become sick and unproductive.

Rivai and Sagala (2011: 548) argue that Employee Performance is as follows: "Performance is the real behavior that is displayed by everyone as the work performance produced by employees in accordance with their role in the company".

The research was conducted at PT. YKT Gear. PT. YKT Gear Indonesia is a company engaged in manufacturing that produces gear and camshaft PT. YKT Gear Indonesia is located at Mitra Karawang Industrial Estate Jl. Mitra Raya III Blok 1-2 No. 7, Parungmulya Village, Kec. Ciampel Kab. Karawang West Java. PT. YKT Gear Indonesia is of course very concerned about managing human resources especially regarding Employee Conflict and Performance.

But there is a phenomenon of problems that occur regarding Conflict, namely employees at PT. YKT Gear Indonesia is not responsible for completing its work in carrying out standard procedures to meet the expected quality and quantity. As a result of the problem of conflict that is less precise then a problem occurs where employees become less than optimal in work and the existence of a gap between the system and actual goods due to conflicts between employees and conflicts with superiors. Conflicts that occur in this company can make a company's performance certainly decline and the performance of each individual employee in the company is not optimal.

A conflict can occur because each party or one party feels disadvantaged. This loss is not only material but can also be non-material. To prevent conflict, we must first study the causes that can cause the conflict. Conflict is an inner atmosphere that contains anxiety and conflict between two motives or more encourages someone to do two or more conflicting activities. If it is not controlled properly, it will have a negative impact.

There are five types of conflicts in organizational life as stated by Handoko (2011: 349):
1. Conflict in an individual
2. Conflict between individuals in the same organization
3. Conflict between individuals and groups
4. Conflicts between groups within the same organization
5. Conflicts between organizations

Rivai (2011: 1006) suggests there are 3 ways to manage conflict, namely:
1. Method of conflict stimulation
   This method is used to generate member stimulation, because passive members are caused by situations where conflict is too low. This method is used to stimulate productive conflict. And this method of conflict stimulation includes:
   a. Entry or placement of outsiders into groups
   b. Organizing back
   c. Bonus offers, incentive payments, and awards to encourage competition
   d. Selection of the right managers
   e. Different treatments with habits.

2. Conflict reduction methods
   This method reduces the antagonism caused by conflict. This method manages the level of conflict through "cooling the atmosphere" but not on the problems that originally caused conflict. This method has two. First, replace the goals that give rise to competition with more acceptable goals for both groups. The second method, unites the two opposing groups to face the same "threat" or "enemy".

3. Conflict resolution methods.
   There are three methods of conflict resolution that are often used, namely domination or emphasis, compromise, and integrative
problem solving.
  a. Domination or emphasis. Domination and emphasis can be done in several ways, namely:
    1) Forcing which is an autocratic emphasis
    2) Smoothing is a more diplomatic way
    3) Avoidance (avoidance) where managers avoid taking firm positions
    4) The majority rule tries to resolve conflicts between groups by voting through fair procedures.
  b. Compromise. Managers try to resolve conflicts through a middle ground that can be accepted by the conflicting parties. Compromise forms include:
    1) Separation, where the conflicting parties are separated until they reach agreement.
    2) Refraction (arbitration), where a third party (usually a manager) is asked to give an opinion
    3) Return to the applicable regulations, where congestion is returned to the written provisions in force and agree that the regulations that decide conflict resolution
  c. Integrative problem solving (overall). Conflicts between groups are transformed into joint problem solving situations through problem solving techniques. Besides suppressing conflict or seeking compromise, both parties openly try to find a solution that is acceptable to all parties. The following are three types of integrative settlement methods:
    1) Consensus. The two sides met together to find the best solution to their problems and not seek a one-party victory.
    2) Confrontation. Both parties express their opinions directly with each other, and with skilled leadership and a willingness to accept solutions, a rational conflict resolution can often be found.
    3) Use of higher goals. It can also be a method of resolving conflicts if the goal is mutually agreed.

Employee performance

Conflicts in an organization will have an impact on organizational performance. If there is a conflict, at a low level, the work performance of a work unit will be low. Conversely, if there is constructive conflict, the work unit's performance begins to increase. If the conflict continues, then it will turn into dysfunctional and so on into a destructive conflict. Power, energy, time and power, will be absorbed by the conflicts that occur. The work unit's performance will decline. Organizations become sick and unproductive.

Employee performance is very important to note for the sake of achieving the goals of a company and to achieve these goals optimally the company can improve the performance of its employees. One way to improve employee performance is by evaluating employee performance.

Whereas Mangkunegara (2013: 67) defines employee performance as follows:
"Performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him".

While according to Mangkuprawira (2009: 220) explains that:
"Performance or Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authority and responsibility in an effort to achieve organizational goals".

Effects of Conflict on Employee Performance

The old view considers conflict in organizations as a negative thing, leading to division of institutions, because it must be eliminated because it inhibits optimal performance. Disputes are considered an indication of something wrong with the organization, and that means organizational rules are not implemented. At this time, a number of management experts assume that conflict within the organization cannot be avoided, and its existence can clarify the problem, know the shortcomings of the organization, solutions to weaknesses, can lead to organizational goals.

The influence of Conflict on Employee Performance is reflected in the statement of Hasibuan (2013: 201) "Conflict must be prevented and resolved as early as possible, so that good cooperation can be realized, avoiding tension and division among employees”. Healthy competition must always be created and fostered so that organizational dynamics, creativity, self-introspection, self-development, work morale, and employee work productivity increase so that the goals of the company, employees, and society are achieved. Based on the opinions above, it can be concluded that there is an influence between Conflict on Employee Performance.

2. Methods

Research design is a design of how a study will be conducted. The design is used to get answers to the research questions formulated. This research belongs to the type of associative research, namely research that aims to determine the influence or also the relationship between two or more variables ".

Classic assumption test

In this study, the authors only used heteroscedasticity tests and normality tests because the autocorrelation test was only used in times series research, and multicollinearity tests were only used in research with more independent variables. Here's the explanation:
  a. Heteroscedasticity test
In the multiple regression equation it is necessary to examine the same or not the variance of the residuals from observations one with the other observations. If the residual has the same variance, it is called homoskedasticity. And if the variance is not the same, it is called Heteroscedasticity.

b. Data Normality Test
Normality test aims to find out whether in the regression model, the dependent variable and the free variable have a normal or near normal distribution. Proof of whether the data has a normal distribution or not can be seen in the form of data distribution (Ghozali, 2011: 160) ways that can be used in Normality Test, namely: Graph Analysis and Probability Plot Curve (P-Plot).

2.1. Quantitative Analysis Method

In this study using technical data analysis quantitatively, namely analysis techniques in the form of numbers carried out calculations to analyze the condition and behavior of data so that through the results of these calculations will be known the influence, description, and conclusion from the data.

The data are obtained from the results of the questionnaire answers which will then be tested with Simple Regression Analysis, Simple Correlation Analysis (Product Moment) which is then followed by Determination Coefficient Analysis and Correlation Coefficient Effectiveness Test (t Test). The following is a description of the steps in the quantitative analysis that the researchers conducted in this study are:

2.2. Simple Regression Analysis

According to Sujarweni (2015: 111) states that, "Regression aims to examine the influence of one variable with another variable".

So that through this method the authors obtain equations that can be used to predict Employee Performance through the Conflict variable at PT. YKT Gear Indonesia.

The equation obtained by this method is \( Y = a + bX \), where the values a and b are obtained using the formula:

\[
\begin{align*}
a &= \frac{n \sum xy - \sum x \sum y}{n \sum x^2 - (\sum x)^2} \\
b &= \frac{\sum y \cdot x^2 - \sum x \cdot \sum xy}{n \sum x^2 - (\sum x)^2}
\end{align*}
\]

Information:
- \( n \) = number of samples
- \( a \) = constant
- \( b \) = coefficient
- \( Y \) = Dependent Variable (dependent variable)
- \( X \) = Independent Variable (independent variable)

2.3. Correlation Coefficient Analysis

The formulas used in this correlation coefficient analysis are as follows:

\[
r = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}
\]

Information:
- \( n \) = number of samples
- \( r \) = value of correlation coefficient

According to Sugiyono (2011: 212), "Analysis of Pearson correlation coefficient is used to measure strong or weak and linear relationships that are in the same direction or opposite between the independent variable (X) and the dependent variable (Y)".

3.4. Determination Coefficient Analysis

Determination coefficient is denoted by \( r^2 \). This value states the proportion of the overall variation in the value of the dependent variable that can be explained or caused by a linear relationship with the independent variables, besides the rest explained by other variables.

Determination Coefficient Analysis Formulas are:

\[
KD = (r^2) \times 100\%
\]

Information:
- \( KD \) = value of determination coefficient
- \( r \) = value of correlation coefficient
3. Results and Discussions

3.1. Heterocedasticity test

This test aims to test whether in a regression model there is an inequality of variance from residuals, from one observation to another. If the variance of the residuals from one observation to another is fixed, it is called homoskedasticity and if the variance is different, it is called heterocedasticity. A good regression model does not occur heterocedasticity. To detect the presence or absence of heterocedasticity can be used Scatterplot graph method generated from the output of SPSS version 24, if in the picture shows that the points spread randomly and spread both above and below the number 0 on the Y axis, then this can be concluded does not occur the presence of heterocedasticity in the regression model (Husein Umar, 2012).

![Figure 1. Heterocedasticity Test Results](image1)

From the graphic, we see dots that spread randomly, do not form a clear pattern, and spread both above and below the number 0 (zero) on the Y axis, this means that there is no classical assumption of heteroscedastic assumptions in the regression model made, in other words accept the homoskedasticity hypothesis.

3.2. Data normality test

The normality test aims to test whether in the regression model, the independent variable and the dependent variable, both are normally distributed or not. Hypothesis Object (Ho) is a population with normal distribution and Alternative Hypothesis (Ha) is a population not normally distributed. Data normality testing technique with SPSS 23 method with testing criteria: Reject Ho if P Value (Sig) > significant level 0.05.

The normality of the data in the study is seen by paying attention to the points on the Normal P-Plot Regression Standardized Residual of the dependent variable. The requirements of the normality test are if the data spreads around the diagonal line and follows the direction of the diagonal line, then the regression model meets the assumption of normality. If the data spreads far from the diagonal line and/or does not follow the diagonal line, then the regression model does not meet the assumption of normality.

![Figure 2. Normality Test Results](image2)

From the picture, the results show that all data are normally distributed, the data distribution is around the diagonal line.
3.3. Simple Regression Analysis

Based on the above calculation, a regression equation is obtained which can be used to predict Employee Performance variables through the Conflict variable, \( Y' = 35.436 + 0.344X \). A value of 35,436 means that, if there is no conflict at PT. YKT Gear Indonesia, there will still be Employee Performance of 35,436 at PT. YKT Gear Indonesia. B value of 0.344 means that, conflict has a positive influence on Employee Performance. This means that one point increases in Conflict, it will result in an increase in Employee Performance at PT. YKT Gear Indonesia is 0.344 Conversely, if there is a decrease of one point in the Conflict, it will also be followed by a decrease in Employee Performance of 0.344 at PT. YKT Gear Indonesia.

3.4. Determination Coefficient Analysis

Based on the above calculations, it can be concluded that the conflict has a contribution of 18.81% influence on the Employee Performance of PT. YKT Gear Indonesia. While the remaining 81.19% is influenced by other factors.

3.5. The Effects of Conflict on the Performance

Based on the analysis of the data above, it can be obtained several conclusions, including: Conflicts that occur in PT. YKT Gear Indonesia is quite good. This is indicated by the average score of a total score of 56.03 which is located in the class interval 52.6 - 58.8 which is quite good. Employee Performance at PT. YKT Gear Indonesia is quite good. This is indicated by the average value of a total score of 54.70 located in the class interval 52.2 - 57.2 which is quite good.

Based on the analysis of the influence of Conflict (X) on Employee Performance (Y). Regression equation obtained can be used to predict Employee Performance variables through Conflict variables, namely \( Y' = 35.436 + 0.344X \). A value of 35,436 has the meaning that, if there is no Conflict at PT. YKT Gear Indonesia, there will still be Employee Performance of 35,436 at PT. YKT Gear Indonesia. B value of 0.344 means that, conflict has a positive influence on Employee Performance. This means that one point increases in Conflict, it will result in an increase in Employee Performance at PT. YKT Gear Indonesia is 0.344 Conversely, if there is a decrease of one point in the Conflict, it will also be followed by a decrease in Employee Performance of 0.344 at PT. YKT Gear Indonesia.

Conflict only contributes 18.81% to the Employee Performance of PT. YKT Gear Indonesia. While the remaining 81.19% is influenced by other factors.

4. Conclusion

The management of the company needs to continue to socialize to employees so that they understand their purpose of advancing the company so that the competition that occurs should be healthy and positive competition, not to each other which ultimately results in conflict. This needs to be done because there are findings of a problem where some employees want to be superior to other employees but lead to negative competition resulting in conflict in the company.

Management needs to remind each other of employees not to underestimate someone else's problem, employees should always respect the work of others, maintain communication, and understand each other's problems. Thus a good relationship will be formed between fellow employees in solving an overall problem.

References