Conflict Management on Employee Performance in Public Organizations

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ABSTRACT

Conflicts that occur will cause two consequences: conflicts that can be profitable and conflicts that can harm public organizations. Therefore, in the Local Government of Barru Regency, conflict management is needed to overcome everything. The purpose of the research is to determine the level of conflict management and performance of the Regional Government of Barru Regency employees, using quantitative research methods. In this study, there were 97 respondents. Data collection used include questionnaires, interviews, and documentation. The present study applied product-moment correlation analysis using SPSS software. The results of the study showed that the indicators used in each variable showed conflict management conducted in the Barru District Government obtained a result of 77.86 percent with a good category, for the performance level of employees obtained a result of 79.78 percent with a good category.

Keywords: Management; Conflict; Employee Performance.

INTRODUCTION

Human resources are one of the principal factors in achieving the goals of an organization (Ismail et al., 2016; Junus et al., 2016; Syam et al., 2018). Every organization needs human resources that perform well and best productivity to accomplish its goals. The attitude and actions of human resources daily are a picture of their performance that can affect the productivity of the overall organization. So, the organization needs to maintain and improve its employees' performance to achieve the organization's goals (Rengifurwarin et al., 2018). In an organization, the existence of conflict is inevitable. In other words, conflict is always present. Therefore, conflict management needs to be conflict management because conflict is a process of interaction between two or more people or two or more groups conflicting in their opinion and purpose (Budi et al., 2015).

Each employee has creativity/thinking patterns, activities, and traits/characters that vary from one to another, so as not to close the possibility in activities or work can be found competition or clashes that cause problems for the concerned or the organization if the problem is left will affect the productivity of employees in the organization. Heridiansyah (2014), an old view that considers conflict in the organization as a negative thing, leads to organizational divisions. Therefore, it must be eliminated because it hinders optimal performance. Disputes are considered a sign of something wrong with the organization, which means the organization's rules are not enforced.

The problems faced by organizations also occur in social organizations, educational organizations, and profit-oriented organizations. Suppose the education management system is one of the main problems that cause a crisis in today's world of education due to the absence of professional education administrators (Haprabu et al., 2020; Saggaf et al., 2014; Salam, 2015). Similarly, the organization's management required a workforce that can handle a variety of problems that arise. This statement leads to effective and efficient actions that leaders will take to resolve conflicts called conflict management.

METHOD

The type of research used in this study uses quantitative research that describes and describes variable X against variable Y, where variable X is conflict management and variable Y is employee performance. To obtain data in the framework of research in the form of objective and valid data, research instruments are used that are essentially expected to be tools (1). Questionnaire, which is the main way of collecting data (primary). (2). Interviews are conducted with informants or parties who are considered to know the ins and outs of research objects. (3). Documentation, information in the form of written or printed materials, which is considered relevant and can support this research (Sugiyono, 2006). Data analysis techniques used in this study are descriptive statistical analysis techniques and inferential statistical analysis techniques that aim to examine research variables used *product-moment correlation* formula) (Creswell & Clark, 2017).

RESULT AND DISCUSSION

Conflict Management

Conflict management is a way that can be used by conflict parties or third parties to deal with disputes between two or more people or two or more groups to find a bright spot on the issue. Each indicator used in measuring conflict management in the office of the Regional Secretariat of Barru Regency can be seen on the table.

Table 1
Level of Achievement of Conflict Management Variable Score at Barru District Secretariat Office

Conflict Management Variable	Number of items	Score Achieved	Ideal Score	Achievement %	Category
Conflict strategy	5	1707	2425	70,39	Good

Controlling conflicts	5	1988	2425	81,98	Good
Conflict resolution	5	1930	2425	79,59	Good
Total	15	5625	7225	77,86	Good

Data source: Processed questionnaires No. 1 – 15

Based on the calculation of conflict management in the Regional Secretariat of Barru District's office, managing conflict management amounted to 77.86% of the 100% of the total expected employee performance. From the results of the calculation on conflict management, the leadership in managing the conflict that occurred at the Office of the Regional Secretariat of Barru Regency has been running well.

The management of conflict management carried out by the Regional Secretariat of Barru Regency office is relatively good because the leadership can overcome all conflicts. When problems occur in the office, the step of the leadership and other employees is to make conflict strategy or conflict resolution by reconciling or compromising with conflicting people, through compromises made trying to resolve the conflict by finding the basis at the center of the two conflicting parties. This reduces the chances of pent-up hostility from the two conflicting sides, as no one feels victorious or defeated. However, judging from the consideration of the organization, this solution is not the best way because it does not make the best solution for the organization, just to please the two sides who are conflicting or conflicting.

Employee Performance

The results showed that employees' work performance in the Office of the Regional Secretariat of Barru Regency is in a good category. This means that the majority of employees can show their quality in carrying out the work. More details can be seen in the table of frequency and percentage distribution variables.

Table 2.
Achievement Level of Employee Productivity Variable Score at the Office of the Regional Secretariat of Barru Regency

Employee Productivity Variables	Number of items	Score Achieved	Ideal Score	Achievement %	Category
Ability	3	1301	1455	89,42	Good
Improve the results achieved	2	765	970	78,87	Good
Spirit of work	3	1133	1455	77,87	Good
Self-development	2	822	970	84,74	Good
Quality	2	842	970	86,80	Good
Efficiency	3	941	1455	64,68	Fairly Good
Total	15	5804	7275	79,78	Good

Data source: Results processed questionnaire No. 16-30

Based on the explanation above, it can be concluded that in the office of the Regional Secretariat of Barru Regency, the employees have a good level of work productivity. This is evidenced by the table above results, which shows a percentage figure of 79.78 percent, which

is in the good category. Therefore, every leader in the organization has a considerable role because a leader must create and develop human resources to create a good level of employee performance.

CONCLUSION

Conflict management conducted by the leadership in managing conflicts at the Office of the Regional Secretariat of Barru Regency which can be seen on every indicator ranging from conflict strategies that are in the good category, controlling conflicts are in good categories, and conflict resolution is in a good category. Overall, the management of conflict management carried out by the leadership can be categorized as the implementation has been running well. The performance of employees at the Office of the Regional Secretariat of Barru District showed good results. It can be seen from each indicator ranging from capabilities that are at the level of good categories, indicators improving good results are in a good category, spirit indicators are in a good category, self-development indicators are in a good category, quality indicators are in a good category, and for efficiency, indicators are in a good category. This means that the Office of the Regional Secretariat of Barru Regency employees can show their quality in completing each job.

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