

**The Effect of Work Conflict on Employee Performance in the Capital Investment and Integrated  
Service Service (PTSP) of Gorontalo District**

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**A. BACKGROUND**

The success of an organization both large and small is not solely determined by the available natural resources, but is also determined by the quality of good human resources that are useful for planning, implementing, controlling, and evaluating the relevant organization both profit oriented organizations or non-profit oriented.

Speaking of how to control the organization itself, one part that has the task of controlling the organization is the Human Resource Development section which is directly supervised by the leader or manager in the company or organization, therefore understanding of matters relating to management human resources specifically regarding the relationship between employers and employees and employees with superiors need attention.

Furthermore, the Human Resource Development (HRD) must also be able to evaluate the performance of its subordinates. As long as employees work in an organization, it is very important to carry out evaluations on a regular or continuous basis, so that leaders can find out about the obstacles and obstacles of employees in implementing his duty. One of the problems that makes employee performance decline is conflict, whether it's a conflict between relationships with other employees and conflict with their work.

As we all know that the organization itself consists of several interest groups that have different interests but with the same goal. This is a factor that must be considered by managers because the presence of several groups in an organization that has different interests certainly can lead to conflict. In order to minimize any conflicts that will occur, managers must be able to evaluate the performance of their subordinates so that conflict can be identified as to make the performance of their subordinates decrease.

Conflict can be defined as: A process of social interaction where 2 (two) or more people, or two groups or more, are different or conflicting in terms of their opinions or goals (Cumming in Rifandi, 2017, about the Effect of Conflict on Employee Performance at the Public Works Service Southeast Sulawesi Province). Newtonner argues that organizational conflict includes disagreements regarding the allocation of scarce resources or disputes regarding goals, status, values, perceptions, or personality. Mullins (in Rifandi, 2017, about the Effect of Conflict on Employee Performance at the Sulawesi Provincial Public Works Service Southeast) means that conflict is a condition of the occurrence of objective incompatibility and the emergence of various behavioral conflicts, both those in individuals, groups, and in an agency.

Furthermore, Harold (in Rifandi, 2017, on the Effect of Conflict on Employee Performance at the Public Works Office of Southeast Sulawesi Province) states, when people in an organization collaborate on work, conflicts or disputes may arise. Conflict according to Alabaness (2008) means that conflict as a condition

that is perceived to exist between parties or more feel there is a mismatch between goals and opportunities to interfere with the efforts to achieve the goals of other parties.

If this conflict is not managed properly, it certainly will greatly affect the performance of employees in the organization. Own performance according to Simanjuntak (2015) is the level of achievement of results for the implementation of certain tasks. In addition, performance is the level of achievement or work results of a person from the goals to be achieved or tasks that must be carried out in a certain period of time.

The conflict, as described above, is something that every company must feel. In a government agency also, conflicts can be felt by all levels of employees. This happened to the Gorontalo District One-Stop Integrated Investment and Service Office (PTSP) where there was a perceived work conflict, namely a conflict that occurred between individuals in the office.

Gorontalo Regency Investment and Integrated One-Stop Service is one of the government agencies that has the main task of coordinating and carrying out administrative services in the licensing sector in an integrated manner with the principles of coordination, integration, synchronization, security and certainty in accordance with the regulation of Gorontalo Regent Number 53 Year 2016 concerning the position, organizational structure, duties and functions, work procedures of Gorontalo District Investment Services and One-Stop Services.

In this service there were 33 employees distributed in several fields, namely the secretariat as many as 11 employees, investment fields as many as 6 employees, licensing services as many as 8 employees, and the field of supervision and advocacy as many as 7 employees.

Based on the results of direct observation in the Gorontalo Regency Investment and Integrated Services One Door Service, the phenomenon is that the quality of performance decreases due to lack of work accuracy so in terms of building permit (IMB), business disturbance permit (SIGU), and business permit Trading (SIUP) still has a number of errors both in terms of writing names, addresses, and signatures which of course makes the applicant wait for a long time, of course this is due to a discrepancy between the employee's department and the employee's position in the office.

In terms of expertise that includes cooperation and communication is also good between the fields of investment and the secretariat field, there is still lack of coordination in terms of taking the number of outgoing letters, there are employees who are involved in communication issues which lead to arguments, of course this impact on collaboration in the organization that is. In addition, in terms of behavior that includes honesty, responsibility, and discipline, there are also one to two employees who sometimes in the case of filling in the hours of entry are not in accordance with the hours the employee comes to the office, then there are employees who are not in the office during working hours, and there are one to two employees who arrive late for the ceremonies, of course this makes employees not disciplined and feel responsible for what is their duty.

Based on these data, a leader must certainly be able to understand what are the obstacles and problems of the employee and how to overcome them so that conflicts in the organization can be managed properly and the performance can also run according to what has been planned.

Departing from this background, the researchers wished to discuss more about the performance in the organization, especially in the Gorontalo District One-Stop Service and Investment Services (PTSP). The

researcher saw that in the Dinas the things that were of concern were conflicts that had occurred between employees so that it had an impact on employee performance.

Therefore, the researcher chose the title: "**The Effect of Work Conflict on Employee Performance in the Capital Investment and Integrated Service Service (PTSP) of Gorontalo District**".

## **B. Problem Formulation**

From concluding the problem above, the researcher formulates the problem as follows "Is there an effect of work conflict on the performance of employees at the Gorontalo Regency Investment and Integrated One-Stop Service?"

## **C. Objectives and Benefits**

### **1. Research Objectives**

The purpose of this research is to find out whether there is an effect of work conflict on the performance of employees at the Gorontalo District Investment and Integrated Services Office.

### **2. Benefits of Research**

#### **a. For researchers**

To fulfill the graduation requirements for the Bachelor (S1) level of the Department of Management, Faculty of Economics, Gorontalo State University and also as a means to apply the knowledge obtained during lectures at Gorontalo State University.

#### **b. For the Gorontalo District Investment and Integrated Services Office.**

Used as input and consideration in making decisions for the Gorontalo District One-Stop Services and Integrated Investment Services regarding work conflicts that occur within the agency.

#### **c. For further researchers**

As reading and reference material to add insight to the readers and researchers further.

## **D. Literature Review, Thinking Framework and Hypothesis**

### **1. Literature Review**

Etymologically, performance comes from work performance. As stated by Mangkunegara (2015) that the term performance from the word job performance or actual performance is the work result in the quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Furthermore Mangkunegara (2015) states that in general performance is divided into two, namely individual performance and organizational performance.

Nawawi (2015) states that performance is the result of implementing a work, both physical / material and non-physical / non-material. On the other hand, Simanjuntak (2015) says that performance is the level of achievement or work results of a person from the goals to be achieved or tasks that must be carried out within a certain period of time. The same thing also said by Foster and Seeker (2015) regarding performance, is the result achieved by a person according to the size that applies to the work in question.

Performance is also the result of an organization that is both profit oriented and nonprofit oriented which is produced for a certain period of time. Amstron and Baron (2014) more explicitly say performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and economic contribution. And Indra Bastian (2014) also states that performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission and vision of the organization contained in the formulation of a strategic plan for an organization.

According to Sedarmayanti (2015), a performance measurement instrument is a tool used to measure an employee's individual performance which includes, namely:

1. Work performance, work results of employees in carrying out their duties, both in quality and quantity of work.
2. Expertise, the level of technical ability possessed by the employee in carrying out the tasks assigned to him. This expertise can be in the form of cooperation, communication, incentives, and others.
3. Behavior, attitudes and behavior of employees that are inherent in themselves and carried in carrying out their duties. The definition of behavior here also includes honesty, responsibility, and discipline.
4. Leadership, is an aspect of managerial ability and art in influencing others to coordinate work appropriately and quickly, including decision making, and prioritizing.

## **2. Hypothesis**

The hypothesis is a temporary answer to the research problem formulation, where the formulation of the problem has been expressed in the form of question sentences, Sugiyono (2015). Based on the main problem, the hypothesis proposed in this study is that there is a positive and significant influence between work conflict and performance employees at the Gorontalo Regency Investment and Integrated Services Office.

## **E. Research Methods**

### **1. Time and Location of Research**

The object of the research is the performance of employees in the Investment Office and the One-Stop Integrated Services in the Regency of Gorontalo. The timing of the research since the observation activities to data collection and data analysis lasted 7 months, starting September 2017 to March 2018.

### **2. Research Design**

This research is quantitative research which is intended to conduct a study to find out or obtain an overview of the relationship between work conflicts and employee performance in the Gorontalo District Investment and One-Stop Services.

Furthermore, through this method there will be a problem that is the focus of the study, which is described in two variables, namely the independent variable or X variable (work conflict) and the dependent variable or Y variable (employee performance) with the following design:



Information:

X = independent variable (work conflict)

Y = Dependent variable (employee performance)

The relationship between independent variables (X) and the dependent variable (Y) in this study is denoted by the direction of the arrow from X to Y and vice versa. This means that the price or value of X which is an independent variable and the value of Y which is a dependent variable are two interconnected variables. In other words, the work conflicts in the Dinas are related to employee performance.

### 3. Population and Samples

#### a. Population

Sugiyono (2015) said that population is a generalization region consisting of objects / subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Populations in this study are all characteristics related to conflict and the performance of employees in the Planting Service Gorontalo Regency Capital and PTSP. Members of the population are all employees in the Service, which number 33 people.

#### b. Sample

By using sample theory and research sampling according to Arikunto (2010) where the sample is part of the population to be studied and represent the characteristics of the population with sampling research if the study population numbered less than 100, the samples taken were all, but if the study population numbered more than 100, Samples can be taken between 10-15% or 20-25% or more. Thus, the sample members who were respondents in this study were all members of the population, in this case all employees in the Investment Office and PTSP of Gorontalo Regency amounted to 33 people.

### 4. Data Collection Techniques

To obtain the data needed, the researcher uses several data collection techniques, namely as follows:

#### a. Observation

Hadi (2015) argues that, observation is a complex process, a process composed of various biological and psychological processes. Two of the most important are the processes of observation and memory. For this reason, the researchers saw firsthand how the activities in the Gorontalo Regency Investment and PTSP Office were related to the conflict.

**b. Interview Method**

Interviews are used as data collection techniques if researchers want to conduct a preliminary study to find problems that must be studied, and also if researchers want to know things from respondents who are more in depth and the number of respondents is small / small

**c. Questionnaire**

Questionnaire is a technique of data collection conducted by giving a set of questions or written statements to the respondent to answer. To collect data, the researcher gives a questionnaire or in the form of a set of questions to employees in the Investment Office and PTSP of Gorontalo Regency.

**d. Documentation**

Documentation is a record of events that have passed. Documents can be in the form of writing, pictures, or monumental works from someone.

**5. Simple Linear Regression Analysis**

In this study the authors used descriptive data analysis techniques. How to analyze descriptive data and describe phenomena related to the research discussed. In addition, it also uses Simple Linear Regression Analysis. According to Sugiyono (2008). Simple linear regression analysis using an analysis tool used to determine the effect of the independent variable (X) on the Dependency variable (Y) using the following formula:

$$\hat{Y} = a + bX$$

Where:

$\hat{Y}$  = Projected variable subject

a = Value of constant Y if X = 0

b = Direction value as a predictor that indicates an increase in value (+) or a decrease in value (-) variable Y

X = Conflict variables that have certain values to predict.

This study also uses the technique of Simple Correlation Analysis (Brivariate Correlation) used to determine the closeness of the relationship between two variables and to determine the direction of the relationship that occurs. Simple correlation coefficient shows how much the relationship occurs between two variables. Simple correlation analysis with Pearson method or often called Product Moment Pearson. Correlation values (r) range from 1 to -1, values getting closer to 1 or -1 means the relationship between the two variables gets stronger.

**6. Test the Statistical Hypothesis**

Statistical hypothesis testing is done by comparing probability values. Following the hypothesis sentence:

Ha: Work conflicts have a significant effect on employee performance

H0: Work conflict does not have a significant effect on employee performance

The testing conditions are as follows:

1. If the probability value is  $0.05 \leq$  the probability value is Sig or ( $0.05 \leq$  Sig), then H0 is accepted and Ha is rejected, the meaning is not significant.
2. If the probability value is  $0.05 \geq$  probability value Sig or ( $0.05 \geq$  Sig), then H0 is rejected and Ha is accepted, meaning significant

**F. Research Results and Discussion**

**1. Normality Test**

	Shapiro-Wilk		
	Statistic	Df	Sig.
Conflict	,977	33	,681
Performance	,977	33	,681

Based on the results of the above normality test it can be seen that all values of work conflict and employee performance on the research day have a significance value greater than 0.05 which means that all values of work conflict and employee performance are normally distributed.

**2. Determination Coefficient Test (r<sup>2</sup>)**

R	R Square	Adjusted R Square	Std. Error of the Estimate
,053 <sup>a</sup>	,682	-,029	11,64012

a. Predictors: (Constant), Conflict

The results of the Model Summary table, in this section, show the value of R = 0.053 and the coefficient of determination (Rsquare) of 0.682 (is the calculation of the correlation coefficient). This shows the understanding that Performance (Y) is affected by 68.20% by work conflict (X), while the rest (100% -68.2% = 31.8%) is explained by other causes. Rsquare ranges from 0 to 1, noting that the smaller the Rsquare number, the weaker the relationship between the two variables.

3. T Test

Tabel 4.8 Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	146,963	25,115		295	,770
Konflik	,053	,179	,053	5,825	,000

a. Dependent Variable: Performance

The results of the Coefficients test, in this section the value of constants (a) 146,963 and beta = 0,053 and tcount and significance level = 0,000. From the table above the equation is obtained:  $\hat{Y} = 146.963 + 0.053X$ . Regression coefficient 0.053 states that every addition (due to +) 1% conflict will increase performance by 0.053. Conversely, if the conflict falls by 1%, then the performance is also predicted to decrease by 0.053. So, the + sign represents the direction of the relationship, where the increase or decrease in the independent variable (X) will result in an increase / decrease in the dependent variable (Y).

3. Discussion

Based on the results of data analysis in this study, obtained a regression coefficient which indicates there is an effect of conflict on the performance of employees at the Gorontalo One-Stop Service and Investment Services Office (PTSP) which has a positive influence.

Where the results of the Coefficients test, a constant value of (a) 146,963 and beta = 0,053 and tcount and significance level = 0,000 were stated. From the results of the table the equation is obtained:  $\hat{Y} = 146.963 + 0.053X$ . Table coefficient obtained work conflict variables and employee performance Sig value of 0,000, then compared with a probability of 0.05, it turns out that the probability value of 0.05 is greater than the probability value Sig or ( $0.05 \geq \text{Sig}$ ), then H0 is rejected and Ha is accepted, significant. It is evident that work conflicts have a significant effect on employee performance.

This shows that conflict affects the performance of employees at the Gorontalo District One-Stop Service and Investment Service (PTSP), this is due to the relatively stable conflict that will provide convenience for employees at work, which ultimately increases employee performance or decreases.

Previous research supporting this research is the research conducted by Rifandi (2017) which examines the Effect of Conflict on Employee Performance at the Public Works Service of Southeast Sulawesi Province and the results obtained are the same as this research which states that conflict has a significant effect on employee performance.

These findings are reinforced by the theory stated by Mazzarella, and Piele (in Sopiah, 2008) that the source of conflict is:

1. Communication problems. Which can happen to each or a combination of communication elements, namely the source of communication, messages, message recipients and channels.
2. Organizational structure. Which can potentially create conflict. Each department / function in the organization has its own goals, interests and programs that are often different from the others.
3. Human factors. The nature and personality of one another are unique and unique. This has the potential to create conflict.

The conflict in terms of communication problems is that there are several problems that lead to arguments, from the organizational structure also naturally cause conflict because each part has different interests, besides that from human factors there are also conflicts because each individual in the Service has a personality different.

From the performance variables also, the work performance in the Service both in terms of quality and quantity has not shown any significant progress further in terms of expertise, there are writing errors in the management of permits, as well as in terms of behavior that includes honesty, responsibility, and discipline.

In essence the conflict cannot be avoided but can be minimized so that the conflict does not lead to division, hostility even results in an organization experiencing a loss. However, if the conflict can be processed properly and is at an optimal level, then an organization gains maximum benefits such as being enthusiastic, innovative, encouraging to make changes, and trying to find ways of solving problems which of course are in line with what Robbins said (1999) that if the conflict is at an optimal level, the nature of the conflict becomes functional so that the performance of the employee is high.

Management must be very observant in seeing, paying attention and feeling the behavior of employees so that negative conflicts can be suppressed. Conflicts can have negative effects, for example, weakening interpersonal relationships, arising out of anger, feeling hurt, alienation.

As a result of that all production activities can be disrupted because there will be a waste of time and energy to calm down, the individuals involved will experience stress that can reduce its performance. However, not only that the consequences caused by conflicts that are not handled carefully and precisely, can also have a direct impact on employees, because they are in an awkward atmosphere, so they experience mental stress.

Reduction or emphasis in conflict is carried out if the level of conflict experienced occurs at a high level, meaning that conflicts that occur interfere with individual performance, thereby reducing productivity in each individual activity.

## **G. Closing**

### **1. Conclusion**

Based on the results of data analysis that has been done, it can be concluded that there is a positive and significant influence between work conflict on employee performance at Gorontalo District One-Stop Investment and Service Office (PTSP).

Conflict cannot be avoided but can be minimized so that the conflict does not lead to division, hostility even results in an organization experiencing a loss. But if the conflict can be processed properly then an organization gains maximum benefits such as creating healthy competition between employees.

## 2. Suggestions

Based on the conclusions of the results of the above research, the authors propose a number of suggestions as follows:

### 1. For Companies

From the analysis that has been done, it is known that the level of conflict that occurred in the Gorontalo One-Stop Service and Investment Service Office (PTSP) was at a stable level. However, it cannot be denied that conflict still often occurs due to dissatisfaction with the reward or reward system. you should pay more attention to the reward or reward system for employees.

### 2. For Further Researchers

It is expected to develop this research with larger objects and samples as well as wider measurement variables.

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