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Conference Paper

Effect of Work Conflict on the Employee Motivation

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Abstract

Human resources are the main assets that support the running of an activity in a company. Human resources in the company are closely related to various things such as position, division of tasks, status, authority, and others. It is the main reason for frequent conflicts in an organization. The purpose of this study is to determine that the work conflict and miscommunication affect the employee motivation in the office of the Ministry of Justice and Human rights. This research is a quantitative research that is analyzing data that has been collected through questionnaires (Melissa, 2017) which are distributed to the Employees section of Legal Services and Human Rights. The process of analysing the data used SPSS statistical test tools version 20. Based on the result there is a contribution of independent variables (work conflict) to the dependent variable (work motivation). The result of the research is partially known that there is a significant effect to work conflict on employee work motivation with t_{count} 3,860 > t_{table} = 2,105 and significant 0,000 > 0,05. R^2 = 0,0507 which means the relationship between the two research variables are categorized strongly with work conflict affecting work motivation of 25.7%.

Keywords: conflict, work conflict, work motivation

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1. Introduction

The human resources company is a major asset that supports the running of an activity. Employees as human resources that have the greatest potential and influence in running the activities of a company. Because the achievement of the company's object lives depends not only on the equipment, facilities and infrastructure owned by the company, but it depends on how a company is able to utilize its human resources. Human resources in the company are closely related to various things such as position, division of tasks, position, status, authority, and others. This is the main reason for frequent conflicts within an organization. Conflict can occur between individuals,

between individuals and groups, and between groups, but conflicts can be avoided while maintaining good communication between superiors and subordinates as well as fellow employees.

A regional office of the ministry of justice and human rights is a government institution engaged in the field of service. The existence of various forms and factors - the factors that cause work conflicts that occur within a company where the conflicts that occur can cause losses to the company.

The purpose of this study is to determine whether the work conflict affects the employee motivation in the office of the ministry of justice and human rights.

1.1. Human resource management

Management plays an important role in improving the work productivity of employees by providing various forms of job training, job sharing and appropriate job placement and create conditions and a safe and comfortable working environment.

Hanggraeni (2012: 4) states that Human Resource Management (MSDM) as activities that try to facilitate people within the organization to contribute to the achievement of an organization's strategic plan.

1.2. Working conflict

Umam (2012: 262) states that conflict is a symptom when individuals or group exhibit "hostile" attitudes or behaviors toward other individuals or groups affecting the performance of any or all parties involved. While Mangkunegara (2013: 155) declaring conflict is a contradiction between what a person expects of himself, the other person, the organization with the reality of what he expects.

1.3. Symptoms of conflict

Here are several conflicting phenomena in the organization (Siswandi, 2011: 103), namely:

1. The existence of weak communication

2. There is enmity or envy between groups

3. There is interpersonal friction

4. Escalation of arbitration

5. Low morale

6. Existence of extreme beliefs

According to Siswandi (2011: 104)**,** Basically, there are 6 levels of conflict, that is:

1. Conflict within the person

    This inner conflict is divided into conflicts of cognition and affective conflict. Cognitive conflicts relate to intellectual (thinking) coverage, whereas affective conflict is related to the range of behaviors or attitudes.

2. Interpersonal conflict

3. This conflict has to do with two or more people who have the distinction of determining and choosing a third issue, subject or goal to be equally important.

4. Conflict within the group

    Conflict within this group consists of conflict *substantive* and affective conflict. Conflict *substantive* this is caused by different perceptions, and different perceptions are caused by different degrees of cognition. Affective conflict is based on an emotional response to a situation that is due to interaction that is not in line or because each person in the group has a different personality.

5. Inter-group conflict

    A conflict that occurs because each group sees something in accordance with the interests of the group. This difference of interest is due to a difference of expectations.

6. Conflict within the organization

    Conflict within the organization consists of:

    a. Vertical conflicts occur if the conflict has a vertical relationship, such as a subordinate with the boss.

    b. Horizontal conflict occurs when the conflict is an individual or part of equal standing.

    c. Diagonal conflict occurs when the conflict has penetrated the distribution of resources within the organization.

7. Inter-organizational conflicts are conflicts that occur between independent identity organizations that have no organizational structure.

1.4. View of the conflict

According to Mangkunegara (2013: 155), There are 3 (three) points of conflict in the organization, namely:

1. Traditional view

   This view argues that conflict is something that is undesirable and harmful to organizational life.

2. Behavioral views

   This view argues that conflict is an event or an event that usually occurs in organizational life, which can be useful (functional conflict) and can also harm the organization (dysfunctional conflict).

3. Interaction view

   This view argues that conflict is an inevitable and necessary event for organizational leaders.

1.5. Types of conflict

Wijono (2014: 224) states that there are several types of conflicts, namely:

1. Hierarchical conflict

   The more complex the structure hierarchy becomes, the more often there is conflict between officials within the organizational structure, such as directors, managers, department heads, division heads, department heads, and supervisors and employees.

2. Functional and disfunctional conflict

   Functional conflict is a confrontation between groups that want to gain and increase organizational performance. And dysfunctional conflicts are various confrontations or interactions between groups that harm and hinder the achievement of organizational goals. These functional and dysfunctional conflicts will appear in organizations when there are various management functions, such as planning, organizing, staffing, and direction.

3. Line-staff conflict

   This conflict can arise when the relationship between the lines of authority and responsibility both overlaps and unclear.

4. Formal - non formal conflict

This conflict occurs when there are groups, i.e. formal and informal groups have different interests in achieving their objectives

1.6. Work motivation

According to Mulyadi (2015: 87) "Motivation is a good encouragement from other people as well as from themselves to do a job with conscious and passion to achieve certain targets. One of the motivational theories that received a lot of positive response in the field of organizational management is the theory of needs hierarchy that was conveyed by Abraham Maslow. Wirawan (2013), according to Maslow each individual has needs - the needs are arranged hierarchically from the most basic level to the highest level. The Needs Hierarchy according to Abraham Maslow is as follows:

(a) Basic physiological needs, such as food, clothing, housing, and other basic facilities are useful for workers' survival

(b) The need for security, such as a work environment free from all forms of threats, job security or position, clear working status, and safety of the equipment used.

(c) The need to be loved and cherished, such as interactions with coworkers, the freedom to engage in social activities, and the opportunity given to forge a close relationship with others.

(d) Needs to be rewarded, such as rewarding and acknowledging individual work.

(e) The need for self-actualization, such as opportunity and freedom to realize the ideals or expectations of individuals, the freedom to develop their talents or talents

1.7. Motivation function

Motivation has an important function of leadership, organization and individual members of the organization. These functions include the following Wirawan (2013: 678-679):

(a) Encourage organizational members to work and act, without motivation people will not act, work and work either for themselves or for the organization.

(b) Increasing the efficiency level of employees and organizations. Employees who are motivated to carry out their work lower the cost of supervision because they

do not need to be governed and supervised to carry out their routine tasks. Motivated employees perform their tasks to the fullest and not only work to meet their performance standards.

(c) Labor stability. Employees who have the high work motivation have job satisfaction, work ethic, work discipline, and high morale.

1.8. Miscommunication as a trigger to conflict

Miscommunication happens when individuals exchange information without clearly understanding one another. This can result in misinterpreted facts and details that prompt one team member to work from one set of perceived facts and information, while another is working in an entirely different direction. When the miscommunication is identified and each party believes his approach is the "right" approach, it can be a source of conflict.

A lack of communication can lead to misunderstanding, which in turn can lead to mistakes, missed deadlines and altered project directions. If a staff member feels her work or time has been wasted or blames a colleague for not conveying the proper information in a timely manner, frustration can result. Misunderstanding often arises when instructions are not clearly communicated, updates and status reports are not shared right away or there is no lead person responsible for a project or task [5].

1.9. Research methodology

This research is a quantitative research that is analyzing data that has been collected through a questionnaire which are distributed to the Employees section of Legal Services and Human Rights. Then to classify the Influence of Work Conflicts on Employee Work Motivation of Regional Offices of the Ministry of Law and Human Rights by using a Likert scale as a measurement and the value of predetermined variables. This research was conducted at Regional Office of the Ministry of Justice and Human Rights of North Sumatra, which is located at Jl. Putri Hijau No. 04 Medan. The study time is planned for approximately three months starting from January 2017 until May 2017.

1.10. Population and sampel

The population in this study is employees who work in the Regional Office of the Ministry of Justice and Human Rights in the service of law and human rights that is 45 respondents.The sample of research is if the subject is less than 100, then better taken

all until the research is a population. So the sample used in this study is a saturated sample of 45 employees.

1.11. Hypothesis testing

Temporary hypothesis in this research is that the influence of work conflict to work motivation of employees in the Regional Office of Ministry of Justice and Human Rights – SUMUT.

1.12. Validity testing

According to Indrayani (2013) Test Validity is done to determine the level of validity (validity) questions in the questionnaire. Testing is done with SPSS version software tool 20 by looking:

1. If the value of $r_{count} > r_{tabel}$ the item variable is valid, or vice versa

2. If the value of $r_{count} < r_{tabel}$ then the item variable is invalid

1.13. Simple linear regression analysis

Regression analysis is used to predict or estimate the value of one variable in relation to other variables known through the regression line equation. How to test:

$$Y = a + bX$$

Y = Work Motivation

X = Work Conflict

a = Constant Numbers

b = Regression Coefisien

1.14. Partial test (T test)

This test is used to used to calculate how the influence of each independent variable to the dependent variable:

1. Compare t_{count} with t_{table}

(a) t_{count}>$\mathbf{t}_{table}$thenH_0rejected andH_1accepted to prove the independent variables together have a significant influence on the independent variable

(b) t_{count} < t_{table}, then H_0 is accepted and H_1 is rejected to prove independent variables together have no significant influence on the dependent variable

2. A significant level using α = 0.05 (5%)

3. Determination of value of α (real level) and t-table value

According to Hasan (2015: 149), the real level (α) is determined by degrees of freedom: db = n-1thendetermine the value of $t_{\alpha;n-1}$ or $t_{\alpha/2;n-1}$ from $t_{table.}$

1.15. Coefficient of determination test (R^2)

contribution for the independent variable to the dependent variable by looking at the total coefficient of determination total (R^2). If (R^2) obtained close to 1 (one) then it can be said the stronger the influence of independent variables to the dependent variable. Conversely, if (R^2) is approaching 0 (zero), the weaker the influence of the independent variables on the dependent variable.

2. Discussion

Based on the results of questionnaires to 45 respondents in Regional Office of the Ministry of Justice and Human Rights of North Sumatra, There is a contribution of independent variables (work conflict) to the dependent variable (work motivation).To know how to influence both by using Simple Linear Regression Test, T Test (Partial Test) and Coefficient of Determination.

2.1. Simple linear regression

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30,800	5,060		6,087	,000
	X	,896	,232	,507	3,860	,000

a. Dependent Variable: Y

Based on the table above, obtained by using SPSS program version 20 then obtained a simple linear regression equation as follows:

$$Y = a + b = 30,800 + 0,896X$$

Based on the simple linear regression equation, it can be seen that constant (a) has a value of 30,800 and the regression coefficient is worth 0.896, then obtained the value of equation Y = 30,800 + 0,896X.

2.2. T test (Partial test)

This test is done by comparing tcount with ttable using criteria as follows:

a. $t_{count} > t_{table}$ then H_0 rejected and H_1 accepted to prove the work conflict variable has a significant effect on the variabel y.

b. $t_{count} > t_{table}$ then Ho accepted and H1 rejected to prove the work conflict does not have a significant effect on the variable y.

Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig
	B	Std Error	Beta			
1						
(Constant)	30,800	5,060			6,087	0,000
X	,896	,232	,507		3,860	,000

From the table above that t_{count} has a value of 3,860, and t_{table} is obtained from db = n-1 then db = 44 and α/2 = 0,05/2 = 0,025 then $t_{0,025:44}$ so obtained value of ttable = 2,105. Based on the description that $t_{count} > t_{table}$, then H_0 is rejected and H_1 accepted it is 3,860 >2,105. Thus the independent variables (work conflict) have a significant effect on the dependent variable (work motivation).

2.3. Coefficient of determination test (R^2)

To know the amount of free variable contribution to the dependent variable by looking at the total coefficient of determination total (R^2). If (R^2) is obtained closer to 1 (one) than it can be said the stronger the influence of variable x to the variable y. Conversely,

if (R^2) is obtained closer to 0 (zero) then the weaker the influence of variable x to the variable y.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,507^a	,257	,240	5,081

a. Predictors: (Constant), X

Based on the table above obtained value of R2 (R Square) = 0,257 (25,7%) thus independent variable (work conflict) influence the dependent variable (work motivation) equal to 25,7% and the rest 74,3% influenced by another variable investigated.

3. Conclusions

From the results of exposure and discussion of the data above, the conclusion of the research results is:

1. Based on T test (Partial test) with significant level of 0.05 (5%) and db (n-1) = 44, then obtained t_{count} >t_{table} (3,860 >2,105) with significant 0,000 <0,05 then H_0 rejected and H_1 accepted. So it can be concluded that there is a significant effect between the work conflict on employee motivation in the Legal Services and Human Rights.

2. The magnitude of the effect of work conflict on work motivation of employees in the section of Legal and Human Services is equal to 0.257 (25.7%) and the remaining 74.3% influenced by other variables not examined.

3. And above all effective and ethical communication could be implemented to settle or at least to avoid a conflict in a work place. Motivation should also be given through soft and acceptable language of communication.

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