The Correlation of Conflict and Work Environment on Productivity Which Influence Employee Performance
(Study Case on PT Syntronic Indonesia Employee)

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ABSTRACT

This study aims to determine the effect of conflict and work environment on the productivity of PT. Syntronic Indonesia's employee performance. The total population in this study was 89 people with the determination of the number of samples using the Slovin formula which resulted in 80 respondents. This study uses an analysis of the Structural Equation Modeling (SEM) model to determine how much influence the independent variable has on the dependent variable through the intervening variable, carried out using the Lisrel 8.8 program. The test of this research succeeded in concluding that the negative and significant effect of conflict on the performance of the employees of PT. Syntronic Indonesia. This means that the higher the conflict, the lower the employee's performance. There is a positive and significant effect of the work environment on the productivity of employee performance, meaning that the better the work environment, the higher the productivity of employee performance. For the Productivity variable, it becomes a mediator between the work environment variable and the employee performance variable. While the productivity variable is not a mediator between the conflict variable and the employee performance variable.

Keywords: Employee Performance, Conflict, Work Environment, Productivity

INTRODUCTION

Human Resources (HR) is one of the factors that influence the success of a company. Thus, HR is a very valuable asset and has a very important role in a company. The quality of human resources at this time is very influential on the success and sustainability of a company now or in the future. According to Ndraha (1999) in Sutrisno (2009:4), High-quality human resources are human resources capable of creating not only comparative value but also competitive-generative-innovative value using the highest energies such as: intelligence, creativity and imagination; no longer solely using crude energy, such as raw materials, land, water, muscle power, and so on.(AMELIA, 2021)

Employee performance is the result of work that can be achieved by a person or group of people in an organization, according to their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics (Hidayat , 2021 in Darmadi, 2016). Some employees of PT. Syntronic Indonesia has realized the importance of the role of employee performance for the success of a repair process, which is strongly influenced by the individual performance of its employees. Based on data for the last 4 months PT. Syntronic Indonesia experienced a decrease in employee performance, it can be seen from the table below.
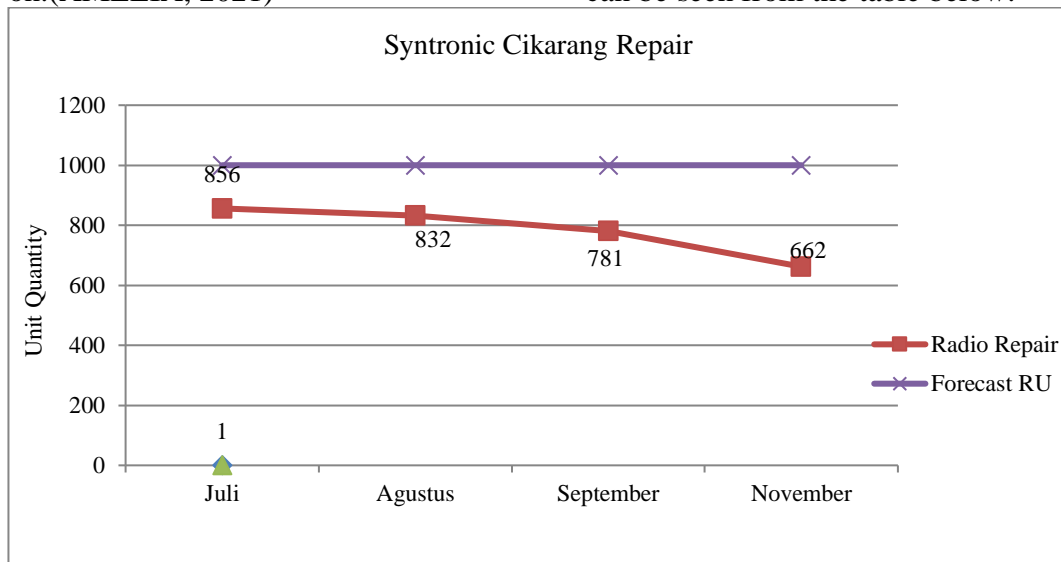
Based on the data above, it can be seen that in July, August, September, November, there was a significant decrease in employee performance. With the decrease in employee performance, of course it will affect the company's productivity.

According to Hasibuan (Prasetyo and Wahyudin, 2006) that

work productivity is a measure of work results or a person's performance with input processes as inputs and outputs as outputs which are indicators of employee performance in determining how efforts to achieve high productivity in a particular case (Work, 2018). To achieve productivity the company must be able to reduce the possibility

of conflict occurring within it.

Miller and King also in Agwu (2013) that work conflict is basically a dispute between two or more individuals or groups for appropriate goals. (Syuhada & Amelia, 2021). Work conflicts occur because fellow employees sometimes have debates (controversies) caused by communication that doesn't go smoothly. An uncomfortable working environment in a company that is not good and lighting is still lacking can trigger conflict between workers.

According to Sedarmayati (2009: 21) the definition of the work environment is all the tools and materials encountered, the surrounding environment where a

work arrangements both as individuals and groups. (Suratman Hadi, 2019) A conducive work environment will provide a sense of safety and allows employees to optimally work. The work environment can also affect employee emotions. if employees are happy with their work environment, then they will feel at comfortable at work so that work time is used effectively and work performance will be achieved. A work environment that has a positive impact on work productivity can increase employee performance.

Based on reviews from several previous researchers, the following framework can be compiled.
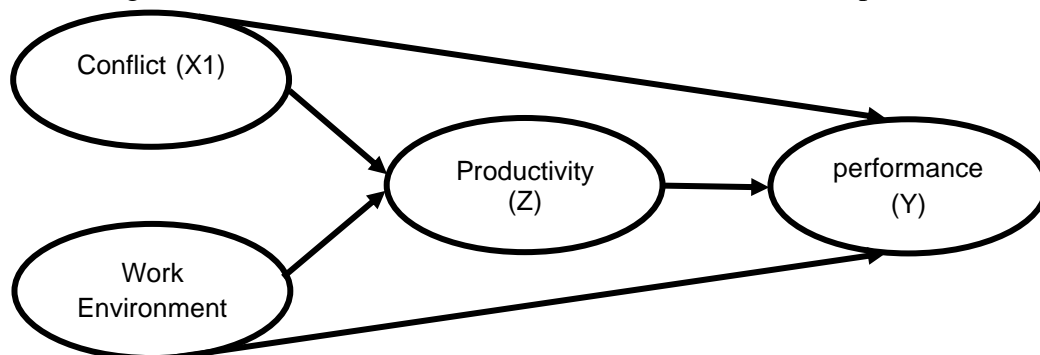
person works, his work methods, and
Source : Alyani et al., (2017)

Figure 1. Teoritical Framework

RESEARCH METHODOLOGY
1. Research Variable

The variables used in this study are the Conflict variable (X1) and Work Environment variable (X2) as the independent variable, Performance variable (Y) as the dependent variable, and Productivity variable (Z) as the intervening variable.

2. Sample and Population

The population of this research is all employees of PT.

Syntronic Indonesia, namely as many as 89 employees. The method used in this study is quantitative where testing a theory or describing statistics and to show a relationship between the variables concerned, by taking samples using SEM mode and processing using the Lisler application version 8.8, with the number of samples determined by the Slovin formula as many as 80 respondents and data collection is done by distributing

questionnaires. Sample measurement according to slovin's opinion.

$$n = N / (1 + (N \times e^2))$$

Information:

n : number of samples N : total population e : error rate (5%)

Based on field data the number of employees at PT. Syntronic Indonesia with 89 employees. By using the Slovin formula with an error rate of 5%, the researchers took a sample of 80 employees to become research respondents. In collecting data, the authors use data collection techniques: a. Questionnaires, obtain data directly by distributing a number of questions in writing to each respondent who falls within predetermined criteria. b. Interview, namely the author conducted interviews with employees according to the criteria, namely the length of work> 1 year. Questionnaires were distributed by researchers using a Likert scale (points 1-5) to measure social phenomena by looking at the

perceptions of employees at PT. Syntronic Indonesia. Each variable to be measured will be grouped into variable indicators which will be converted into statement instruments which will be included in the research questionnaire.

RESULT

The statistical method used to test the hypothesis in this study uses the multivariate Structural Equation Modeling (SEM) technique with the help of the Lisrel 8.8 application. Therefore, it is necessary to evaluate the suitability of the model proposed in this study using the goodness of fit criteria. According to Sudirman et al., (2020) in Santoso (2018) states that several criteria need to be considered to assess the goodness of fit, including: if the RMSEA value is close to 1, then the model is considered good, then if the GFI and AGFI values are close to 1 , then the model shows a fit model GOF test.

Table 1. Measures of Conformity of Measurement Models All Variables

Variable	Goodness of Fit	Expected Value	Estimated Result	Conclusion
Performance	*Absolute Fit* **Value**			
	GFI	>0,90	0,82	Margin Fit
	RMSEA	<0.06	0,08	Margin Fit
	Incremental Fit **Value**			
	NNFI	>0,90	0,95	Good Fit
	NFI	>0,90	0,91	Good Fit
	AGFI	>0,90	0,75	Margin Fit
	RFI	>0,90	0,95	Good Fit
	IFI	>0,90	0,96	Good Fit
	CFI	>0,90	0,96	Good Fit
Productivity	*Absolute Fit* **Value**			
	GFI	>0,90	0,88	Margin Fit
	RMSEA	<0.06	0,00	Good Fit
	Incremental Fit **Value**			
	NNFI	>0,90	2,57	Good Fit
	NFI	>0,90	0,86	Margin Fit
	AGFI	>0,90	0,78	Margin Fit
	RFI	>0,90	0,80	Margin Fit
	IFI	>0,90	1,69	Good Fit
	CFI	>0,90	1,00	Good Fit
Conflict	*Absolute Fit* **Value**			
	GFI	>0,90	0,97	Good Fit

	RMSEA	<0.06	0,11	Margin Fit
	Incremental Fit **Value**			
	NNFI	>0,90	0,87	Margin Fit
	NFI	>0,90	0,94	Good Fit
	AGFI	>0,90	0,83	Margin Fit
	RFI	>0,90	0,79	Margin Fit
	IFI	>0,90	0,97	Good Fit
	CFI	>0,90	0,97	Good Fit
	Absolute Fit **Value**			
	GFI	>0,90	0,98	Good Fit
	RMSEA	<0.06	0,00	Good Fit
	Incremental Fit **Value**			
Work Environment	NNFI	>0,90	1,03	Good Fit
	NFI	>0,90	0,97	Good Fit
	AGFI	>0,90	0,95	Good Fit
	RFI	>0,90	0,95	Good Fit
	IFI	>0,90	1,02	Good Fit
	CFI	>0,90	1,00	Good Fit

1. Validity Test

This test is used to determine the accuracy and to determine the benchmark of a company. This validity test is used to measure what you want to measure and to measure the validity of a questionnaire. Questionnaire validity test aims to measure the validity of the questionnaire on the questions given to research subjects. With the provision that if r count r table then the instrument or question items are correlated with the total score, then it is declared valid and if r count < r table then the instrument or question items are not correlated with the total score, then it is declared invalid. The validity test method used the lisrel 8.8 application. The criteria for making the decision to test the validity by observing the value of factor loadings. In general, if the factor loading value is greater than 0.50, the statement item is declared valid.
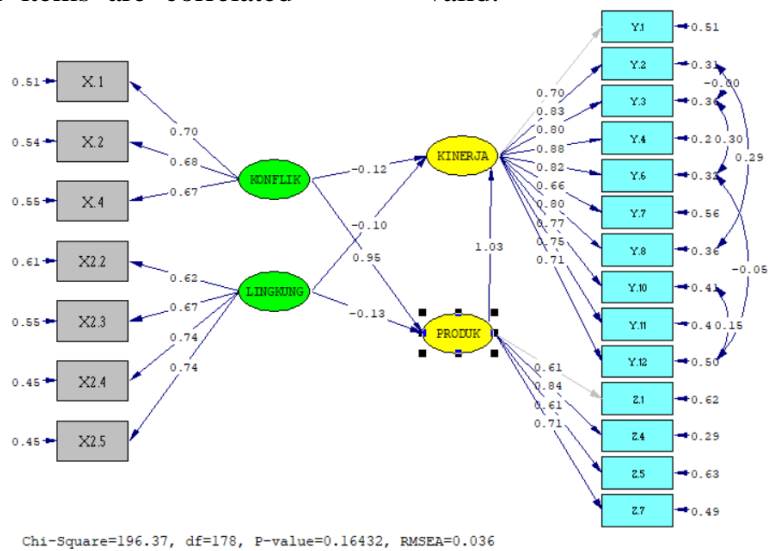

Figure 2. Full Model
Sumber : Hasil Data Diolah Lisrel 8.80, 2022

2. Reliability Test

The reliability test is basically testing indicators, to what extent they can measure theoretical constructs. A variable is said to be reliable if it gives a Cronbach Alpha value > 0.70.

Table 2. Variable Reliability Test

Variable	*Contruct Reliability* (CR)	*Varian Ekstracted* (VE)	Conclusion
Conflict	0.75	0.50	Reliable
Work Environment	0.76	0.51	Reliable
Productifity	0.76	0.53	Reliable
Performance	0.96	0.60	Reliable

Source : Data Processing 2022

Based on the table data above, Construct Reliability meets the Cronbach Alpha requirements > 0.70 and the Extracted variant is more than 0.50, so we can conclude that the data above is reliable.

3. Hypothesis test

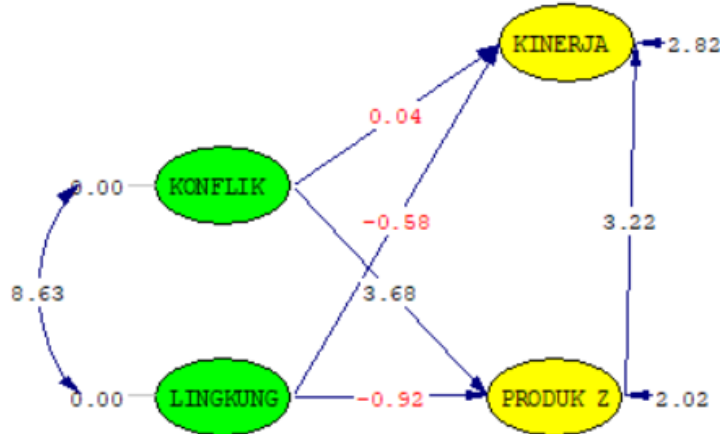After processing the data using the lisrel 8.8 application, the following results were obtained:

Figure 3. *Structural Model Estimates T-Values*

Structural Equations

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Structural Equations


KINERJA = 1.03*PRODUK - 0.12*KONFLIK - 0.096*LINGKUNG, Errorvar.= 0.19  , R² = 0.81
          (0.42)          (0.43)         (0.14)                         (0.097)
           2.45           -0.28          -0.67                           2.01


PRODUK = 0.95*KONFLIK - 0.13*LINGKUNG, Errorvar.= 0.21 , R² = 0.79
          (0.22)         (0.16)                          (0.15)
           4.42          -0.78                            1.48
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Source : Data Processing 2022

The T statistical test is used to prove whether or not the independent variable is significant to the dependent variable individually. The significant level in this study is 5%. The criterion is that if t-count > t-table, then there is influence between the independent variables on the

dependent variable and vice versa. (Rohimah, 2018 in Sarwono 2007:167).

First hypothesis: Test on the Conflict variable (X1) obtained a t-count of 3.68. Because the t-count is smaller than the t-table (3.68 > 1.9), it can be concluded that the Conflict variable (X1) has a significant effect on Productivity variable (Z). Thus hypothesis 1 can be accepted.

Second hypothesis: Test on work environment variable (X2) obtained t-count of 0.92 Because t-count is smaller than t-table (0.92 <1.9) it can be concluded that work environment variable (X2) is not significant effect on the Productivity variable (Z). Thus hypothesis 2 can not be accepted.

The third hypothesis: The test of the Conflict variable (X1) obtained a t-count of 0.04. Because the t-count is smaller than the t-table (0.04 <1.9) it can be concluded that the conflict variable (X1) has no significant effect on the performance variable (Y). Thus Hypothesis 3 cannot be accepted.

Fourth hypothesis: Test on work environment variables (X2) obtained t-count of -0.58. Because the t-count is smaller than the t-table (-0.58 <1.9) it can be concluded that the work environment variable (X2) has no significant effect on the performance variable (Y). Thus Hypothesis 4 cannot be accepted.

Fifth hypothesis: Test of the Productivity variable (Z) obtained a t-count of 3.22. Because t-count is greater than t-table (3.22> 1.9) it can be concluded that the Productivity variable (Z) has a significant effect on the Performance variable (Y). Thus hypothesis 5 can be accepted.

Sixth Hypothesis: Test on the Conflict variable (X1 Work Environment (X2) obtained a t-count of 1.48. Because the t-count is smaller than the t-table (1.48 <2.49) it can be concluded that the Conflict variable (X1), work environment (X2) has no significant effect on the productivity variable (Z), thus hypothesis 6 cannot be accepted.

Seventh Hypothesis: Tests on the variables Conflict (X1), Work Environment (X2), and Productivity (Z) obtained a t-count of 2.01. Because t-count is smaller than t-table (2.01 <2.49) it can be concluded that the variables Conflict (X1), Work Environment (X2), and Productivity (Z) have no significant effect on Performance variables (Y) . Thus hypothesis 7 cannot be accepted.
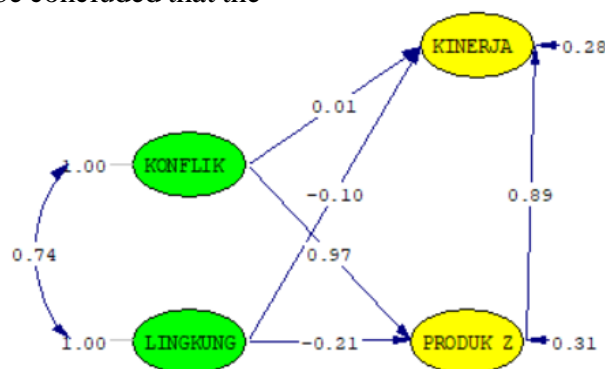

Figure 4. *Structural Model Estimates Standardized Solution*
Source : Data Processing 2022

Table 3. Direct and Indirect Effects on Performance

Correlation	Direct (D) to Performance	Indirect (ID) Through Productivity	Conclusion
Conflict to Performance	$(0,97)^2 x 100$ = 94,09%	(0,97) x 0,89 x 100 = 86,33%	TL<L (*no mediating*)
Work environment to Performance	$(0,21)^2 X 100 = 4,41\%$	0,21 x 0,89 x 100 = 8,9%	TL<L (*mediating*)

1. Direct and Indirect Effects of Conflict on Performance

a. The direct effect of conflict on performance is 94.09%

b. The indirect effect of conflict on performance is 86.33%

c. The percentage results above indicate that conflict cannot improve performance either directly through productivity, thus the effect of conflict on employee performance productivity variable is a no mediating variable.

2. Direct and indirect influence of work environment on employee performance

a. The direct influence of the work environment on employee performance is 4.41%

b. The indirect effect of the work environment on employee performance through productivity is 8.9%

c. Likewise, the direct and indirect influence of the work environment on employee performance shows that the work environment can increase employee performance indirectly, the productivity variable is a mediating variable.

CONCLUSIONS

Based on the results of the research that has been done, it can be concluded that conflict has no significant effect on productivity. Work environment variables have no significant effect on the Productivity variable either. the conflict variable also has no significant effect on the performance variable. the work environment variable has no significant effect on the performance variable. Productivity variable has a significant effect on the Performance variable. Conflict variable and Work Environment has no significant effect on the Productivity variable. Conflict, Work Environment, and Productivity variables have no significant effect on the Performance variable.

This study still has limitations, that is to say using only using two independent variables (conflict and work environment) to measure how much influence it has on performance and productivity at PT. Syntronic Indonesia, so that the second independent variable is still limited in its ability to explain the mediator variable (productivity) and the dependent variable (performance).

Based on the limitations of this study, there are several suggestions that can be given, this study only uses two independent variables, namely Conflict and Work Environment, it is recommended to add other variables such as participation, compensation, rewards, and recognition to measure how much influence it has on the

productivity and performance variables.

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