

Analysis of Negative and Positive Impacts of Conflict between Employees at PT Tirtakencana Tatawarna Rantauprapat

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Abstract

This study was conducted to analyze the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawarna Rantauprapat. This study aims to determine whether conflicts that occur between employees have an impact on employee performance. This study uses a descriptive qualitative approach, the samples in this study are managers, supervisors and employees as the actors under study. Data collection is done by conducting interviews, observation and documentation. Based on the results of data analysis, it can be concluded that: first, there is no negative impact from the occurrence of conflicts between employees at PT. Tirtakencana Tata Warna Rantauprapat. Second, there is a positive impact from the occurrence of conflicts between employees at PT Tirtakencana Tatawarna, one of the impacts is making employees more mature in making decisions and not rash in acting that will harm themselves and also reduce dependence between employees and employees so that they understand better character of each side.

Keywords

negative and positive impacts;
conflict; employees



I. Introduction

Human resources are the main factor that is very important and cannot even be separated from an organization, both agencies, and companies. Human resources are one of the keys in determining the development of a company or organization, whether the company will increase or vice versa the company will decline.

Human resources according to (Hasibuan, 2006) is a science and art that regulates the relationship and the role of the workforce to be more effective and efficient in realizing the goals of the company, employees, and society. Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah *et al.*, 2020).

Humans as potential resources with their abilities and skills can drive the wheels of an institution, both a company and an organization. This makes human resources the most important asset for the company to achieve its goals of the company. In addition, employee performance is also very influential on the productivity of a company, because if the employee's performance is bad, it will have a negative effect on the company, but on the contrary, if the employee's performance is good, it will have a positive effect on realizing the company's goals optimally. (Darwito, 2010) in (Agustian *et al.*, 2020).

The many differences that exist within an organization, both in terms of opinions, work and other things, are often the cause of incompatibility which ultimately leads to work conflicts between employees. Work conflicts between employees are usually motivated by differences in values, goals, status, and so on.

In general, workplace conflict is not a bad thing, conflict can have a positive or negative impact. In this case, the positive impact of workplace conflict is that it can

improve the quality of organizational decision making, can open up and solve problems that were previously ignored, can encourage employees to appreciate other employees according to their respective positions, and can also encourage the emergence of new ideas to make changes for the better. On the other hand, the negative impact of workplace conflict between employees is that it can produce strong negative emotions. This emotional reaction is an early sign of a dangerous impact on the organization, and also creates tension between employees, and can also distract employees from the task at hand.

The previous research on the conflict on employee performance was conducted by (Agustian et al., 2020) which suggested that conflict had a negative and significant effect on employee performance. Agustian's research results are also supported by research (Denny Nur Diansyah, 2010) which suggests that conflict has a negative and significant effect on employee performance. Where Diansyah's research is also supported by research (Kurniasari, 2013) which suggests that conflict has a negative and significant effect on employee performance. Another opinion according to (Mardiyanti, 2019) concludes that the influence of conflict from the source of the conflict is in the form of communication on employee performance.

Conflict in an organization can cause incompatibility between two individuals or groups that arise because one party must share limited resources with one another. Each party has a different status, goals, values, and perceptions. Conflict can have a positive impact or a negative impact on the organization or company, it all depends on the nature of the conflict itself and how to resolve it. Based on the background that has been described, the researcher will refer to the formulation of the problem as follows: how the negative and positive impacts of conflict between employees at PT Tirtakencana Tatawarna Rantauprapat.

II. Review of Literature

The theory of work conflict, in general, can be interpreted as an action from one party who wants to hinder, inhibit, or interfere with another party, where this can occur between community groups or between personal relationships. In the Big Indonesian Dictionary (KBBI) that impact can be said as a collision or influence that has consequences, both positive and negative impacts. While the influence itself is a condition in which there is a reciprocal relationship or cause-and-effect relationship between what affects and what is affected.

In human life, especially the world of work will not be separated from the name of the conflict. Conflicts in general often arise in the world of work as a result of problems, be it work problems, communication, personal relationships, or organizational structure. (Wahyudi, 2011) argues that work conflict can also be said as a dispute, a conflict between two people or groups where the actions of one contradict the other so that one or both of them are mutually disturbed.

According to Handoko (in Nawawi, 2010) work conflict is a discrepancy between two or more members or organizational groups that arises due to the fact that they have to share resources that may be limited in work activities or also the fact that there are differences in status, goals, values and different perceptions.

Simply put, the impact can be defined as an effect or effect. In addition, impact is also a continuous process of internal control implementation.

The impact is divided into two meanings, namely:

a. Definition of Positive Impact

The definition of impact itself is a person's desire to persuade, convince, or influence and give an impression to others with the aim that they follow or support that person's wishes. While the positive sense is certain, firm or certain, or it can be said like paying attention to good things. So from the discussion above, it can be concluded that positive impact is a desire to persuade, convince, influence, or give an impression to others, with positive goals.

b. The Definition of Negative Impact

In the Big Indonesian Dictionary (KBBI), a negative impact itself is a strong influence that will later have negative consequences.

The negative impact itself has a greater negative impact than the positive impact, this is quoted from several previous scientific studies.

III. Research Methods

This research was conducted at the office of PT Tirtakencana Tatawarna Rantauprapat. Managers are actors (actors) who seek to ease the burden of customer losses. This study uses a qualitative type approach, so there are two variables used, namely Analysis of the Negative Impact of Conflict between Employees at PT Tirtakencana Tatawarna Rantauprapat and Analysis of the Positive Impact of Conflict between Employees at PT Tirtakencana Tatawarna Rantauprapat. In this study, researchers will interview 3 sources, namely by making observations and taking documentation from Managers, Supervisors, and Employees at PT Tirtakencana Tatawarna Rantauprapat.

a. Data Collection Techniques

1. Interview

An interview is a collection of data by holding questions and answers directly with employees.

2. Observation

Observation is the collection of data by making direct observations and observations of the location and object of research in connection with the problems studied.

3. Documentation

Documentation is used to obtain data and information in the form of books, archives, documents, written numbers and pictures in the form of reports and information that can support research. According to Sugiyono (2015, 329) Documentation is used to collect data and then reviewed it.

b. Research Data Analysis Techniques

1. Data Reduction Data

Reduction is carried out at the beginning of the data analysis activity. Sugiyono (2015) argues that data reduction is a sensitive thought that requires intelligence and a high breadth and depth of insight. In this study, researchers conducted data reduction at PT Tirtakencana Tatawarna Rantauprapat.

2. Presentation of Data

For qualitative research according to Sugiyono, Nonparametric Statistics for Research (2013), namely the presentation of data that can be done in the form of brief descriptions, charts, relationships between categories, flowcharts, and the like.

Presentation of data is done by compiling a collection of data and information obtained to produce conclusions so that the next follow-up can be known. In this study,

researchers will present the results of the analysis in the form of a description of the Negative and Positive Impact Analysis of Conflicts between Employees at PT Tirtakencana Tatawarna Rantauprapat.

3. Credibility Test

The credibility test or usually called the trust test is data whose research results are presented by researchers so that the results of the research conducted are not in doubt. Checking the validity of the data in this study is by using triangulation techniques (Sugiyono, 2016).

Sugiyono (2016) also suggests that the credibility test includes the following:

- a) Extension of observations where researchers return to the field to make observations and re-interview with data sources that have been obtained or recently obtained.
- b) Increase persistence where researchers make observations more carefully in order to increase persistence by reading various sources related to their research.
- c) The triangulation method is checking of data from various sources in various ways and times. Triangulation is also a data collection technique that includes interviews, observations, and documentation.
- d) Negative case analysis, which is defined as cases that do not match or differ from the research results. In this case, a researcher conducts a negative case analysis, the researcher must also look for data that is different or contradicts the results of his research.
- e) The use of reference materials as supporting data to prove and compare the data that has been found by researchers.
- f) Conduct member check which aims to determine the suitability of the data provided by the informant.

The credibility test or credibility test in this study obtained data through direct triangulation with the Manager of PT Tirtakencana Tatawarna Rantauprapat. In addition, the researcher asked several questions using data that contradicted the results of the research conducted by the researcher, this was done to get the actual answer from the informant.

4. Transferability test

Sugiyono (2015) explains that the transferability test or what is often referred to as transferability test is a technique to test external validity in qualitative research. This test can show the degree of accuracy or the applicability of the research results to the population where the sample was taken.

Transferability testing is carried out to make reports with detailed, clear, systematic, and reliable descriptions. This is done to prove that the data obtained is detailed and in context. In the transferability test, the researcher will make a report based on the data that has been found in a detailed and reliable manner. This data was obtained by researchers based on research results obtained from preliminary studies to research results that have been investigated by researchers.

5. Confirmability Testing

Confirmability testing aims to test the research results associated with the process carried out. The confirmability test is the last test of the validity of the data.

Sugiyono (2016) suggests that in qualitative research, testing research results is a function of the research process carried out by researchers, so the research carried out has met the confirmability standard. The results of research conducted by researchers regarding the Analysis of Negative and Positive Impacts of Conflict between Employees at PT Tirtakencana Tatawarna Rantauprapat have gone through a research process that has met confirmability standards.

IV. Results and Discussion

4.1 Results

a. Triangulation

In this study, researchers conducted triangulation techniques to collect data and check data from various sources which then analyzed the results of interviews obtained from three informants descriptively about analyzing the negative and positive impacts of conflicts between employees at PT. Tirtakencana Tatawarna Rantauprapat and checked the answers from the three informants through member check informants.

In this triangulation technique, researchers conducted research by re-checking the data to the three informants obtained from interviews about the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawarna Rantauprapat. The researcher obtained the data from the interview analysis that there was no negative impact from the occurrence of conflict between employees which was seen from the source of the conflict that usually occurred, namely communication between employees at PT Tirtakencana Tatawarna Rantauprapat. The researchers found that there was a conflict in the company usually around a miscommunication between employees, but this did not make the relationship between employees strained or make the situation awkward or not good or become tenuous because of the conflict between the employees.

This is in line with research conducted by (Silaban, 2012) which argues that there is no negative influence between work conflict seen from the source of the conflict, namely communication on employee performance, which is inversely proportional to the theory (Roboth, 2015) which explains that workplace conflict is an action that results in blocking, inhibiting, or disturbing other parties, where this can occur between community groups or interpersonal relationships, it has been explained that conflicts that occur in the company include obstructing, inhibiting and disturbing employees one employee to another.

In order for the data to be more reliable, researchers used tools such as cameras to produce reference materials in the form of photographs that could be used as evidence that researchers had conducted research at the PT Tirtakencana Tatawarna Rantauprapat company. Researchers triangulated at different times, such as collecting interview data on 23 February 2021 to company manager informants, supervisors, and several employees. Then on February 25, 2021, do a member check. Furthermore, on February 26, 2021, researchers made observations and confirmed the truth of the data that had been received from informants at PT Tirtakencana Tatawarna Rantauprapat.

b. Member Check

Furthermore, the researcher uses member check, namely by conducting interviews with an employee who has been involved in a work conflict, which is associated with the process that has been carried out starting from determining the focus of the problem to obtaining the conclusions in this study.

c. Data Reduction

In this study, researchers conducted interviews with three informants. From the three informants, various and almost the same answers were obtained. The results obtained from these interviews are as follows: The first data obtained by researchers is the results of interviews with company managers who are used as benchmarks in interviews. The second data from interviews obtained from SPV which have the same answers with the Company Manager regarding the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawarna Rantauprapat.

Furthermore, the data was obtained by researchers from one of the employees who had been involved in workplace conflicts. The answer obtained by the researcher is true that there is no impact of conflict between employees which makes relations between employees tenuous or awkward. The employees work professionally, do not bring personal problems in terms of work. Moreover, conflicts usually occur because of a miscommunication and it does not become a distraction by employees to work hard, employees can put this aside and focus on their respective work.

d. The Presentation of Data

Presentation of data in this study is in the form of qualitative descriptive. Where the researchers obtained information from interviews regarding the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawerna Rantauprapat, namely:

1) Negative Impact

Based on the results of interviews from the three informants regarding the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawerna Rantauprapat, namely that there is no negative impact from conflicts between employees that make awkward or make performance not optimal which will harm the company. This is because managers and supervisors have their own tricks to overcome if there is a conflict between employees. Managers and Supervisors do not give favoritism to employees, they treat all employees fairly, besides that managers and supervisors have instilled important points in the company for new employees to follow the rules that have been set, one of which is for employees if there is a fight or conflict, there will be termination of employment (PHK) for the employee. This is done so that employees remain professional at work and do not bring personal problems to work, and they can solve their problems outside the company. That is one of the methods used to resolve conflicts between employees at the PT Tirtakencana Tatawerna Rantauprapat company. So based on the results of interviews from the three informants regarding the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawerna Rantauprapat that conflict does not have a negative impact on employee performance at PT Tirtakencana Tatawerna Rantauprapat.

2) Positive Impact

Based on the results of interviews from the three informants regarding the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawerna Rantauprapat, namely, conflict has a positive impact on employee performance. The existence of conflict actually makes employees become more mature in making decisions and not rashly in acting that will harm themselves, besides the positive impact is reducing dependence between employees and employees so that they better understand the character of each party, like what and what how such a person. So based on the results of interviews from the three informants about the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawerna Rantauprapat that conflict has a positive effect on managerial performance at PT Tirtakencana Tatawerna Rantauprapat which has a good impact in the company.

3) Data Verification / Conclusions

After the presentation of the data, the last step is to verify or conclude the data. From all the data that has been obtained, it can be concluded that there is no negative impact from the occurrence of conflicts between employees. On the contrary, there is a positive impact of conflict on employee performance, namely making employees more mature in making decisions and not being rash in acting that will harm themselves, besides that

the positive impact is reducing dependence between employees and employees so that they better understand the character of the company each party, what and how a person is. In this case, it can be seen that employees at PT Tirtakencana Tatawarna Rantauprapat work professionally, they can put aside personal problems that usually occur in terms of communication and work professionally so that work remains OK and does not have a positive impact that harms the company. It can also happen because of the leaders who are firm and reliable in managing and handling employees properly. Furthermore, data verification, the researcher used member check by conducting interviews with 1 informant to ensure the data obtained from the key informants were correct or not. After doing the member check, the researcher triangulated the data with various sources.

The researcher analyzed the answers of the three informants descriptively about the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawarna Rantauprapat, so that the data can be more reliable, researchers use tools such as cameras and voice recorders and produce reference materials in the form of photos and recordings which will be evidence that the researchers actually did research on the company.

4) Data Analysis of Observation Results

In this study, the researcher used unstructured observation, the instrument made by the researcher was temporary. This observation aims to strengthen the data that has been obtained from the results of interviews conducted by researchers to several informants. After the interviews were conducted, some data were obtained about the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawarna Rantauprapat. Then from the data obtained, there are some data that the researchers saw and observed directly, namely as follows PT Kencana Tatawarna is part of the Avian group of companies engaged in the distribution and logistics of paint and furniture. PT. Tirtakencana Tatawarna itself was founded in 2001 as a subsidiary of PT Avia Avian with the aim of distributing all PT. Avian Avian. Currently PT. Tirtakencana Tatawarna has 90 branch offices spread throughout Indonesia and serves more than 20,000 building material shop customers and the Rantauprapat branch is one of them.

In conducting observations, the researchers went directly to the field to meet one of the employees who had been involved in conflicts between employees, so to ensure the data obtained from previous informants, the researchers also asked several questions, which then resulted in the conclusion that conflicts between employees at PT Tirtakencana Tatawarna were true does not have a negative impact on the performance of the employees themselves. However, it has a positive impact on employee performance. Unfortunately, in this case, the researcher experienced some difficulties in making observations because the researcher could not make observations to all informants because not all employees wanted to admit that it was true that he was often involved with conflicts between employees themselves, in addition to the limited circumstances caused by the Covid-19 virus which hindered researchers in seeking more in-depth information about this study.

The data obtained from the documentation obtained by researchers are mostly from the list of employee activities at PT. Tirtakencana Tatawarna. Documentation is used to get an overview of the analysis of the negative and positive impacts of conflicts between employees at PT Tirtakencana Tatawarna.

4.2 Discussion

In this study, researchers discuss the results of research based on the title, namely Analysis of Negative and Positive Impacts of Conflict Between Employees at PT Tirtakencana Tatawarna. In this study, researchers used interview, observation and documentation techniques. This study uses five indicators, where there are 10 questions in interviews and 10 questions on observations based on the findings obtained by researchers regarding the Analysis of Negative and Positive Impacts of Conflict Between Employees at PT Tirtakencana Tatawarna. In this study, the researcher uses the theory of work conflict according to (Howard, Donofrio, & Boles) (in (Roboth, 2015) which says that work conflict is an action of one party that results in blocking, inhibiting, or disturbing other parties which this can occur between community groups or interpersonal relationships.

This research is related to the negative and positive impacts of work conflicts between employees. This is evidenced by the results of research that has been carried out in this study, that there are two indicators that have been carried out by PT Tirtakencana Tatawarna in provide an analysis of the negative and positive impacts of conflict between employees, the first is a negative impact and the second is a positive impact on employee performance at PT Tirtakencana Tatawarna Rantauprapat, wherein this study there was no negative impact of conflict between employees, and on the contrary there was an impact positive from the occurrence of conflicts with employees, one of which is making employees more mature in making decisions and not rash in acting that will harm themselves, besides that the positive impact is reducing dependence among employees, and also employees understand the character better. from each party, what and how a person is.

V. Conclusion

Based on the results of the research conducted, there are two conclusions that can be concluded, namely the first is that there is no negative impact from the occurrence of conflicts between employees at PT. Tirtakencana Tatawarna Rantauprapat is because employees who work professionally do not bring personal problems into their work. The second is that there is a positive impact from the occurrence of conflicts between employees at PT Tirtakencana Tatawarna, namely: First, making employees more mature in making decisions and not rash in acting that will harm themselves. Second, reduce dependence among employees. Third, employees have a better understanding of the character of each party, what and how a person is.

Recommendation

For the company, hopefully, the results of this research in the future can have an impact that makes employees become more mature in making decisions and not rashly in acting that will harm themselves and also reduce dependence between employees and employees so that they better understand the character of each party.

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