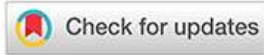


THE INFLUENCE OF WORK CONFLICT ON EMPLOYEE PERFORMANCE AT CLASS I CIPINANG STATE DETENTION CENTER



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ABSTRACT

This study examines the influence of work conflict on employee performance at Class I Cipinang State Detention Center. The research was conducted in response to the growing recognition that work conflict, if managed well, can have a positive impact on performance. The purpose of this study is to explore how various dimensions of work conflict, such as task conflict, relationship conflict, and process conflict, affect employee productivity and well-being. Using a quantitative research method, data were collected from employees to gain insight into their perceptions of work conflict and its impact on their performance. The analysis revealed that moderate levels of work conflict are perceived positively by employees and contribute to higher performance, especially when they are managed effectively within teams. The findings indicate a significant positive relationship between work conflict and employee performance, suggesting that conflict, when properly addressed, can enhance productivity.

Keywords: Work Conflict; Employee Performance; Qualitative Research



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INTRODUCTION

Human resources / HR is the most crucial thing and has an important role for an organization. This important role is certainly based on good quality in achieving the goals of the organization. Human resource management is an organizational investment to improve the quality of individuals such as expertise and competence in completing responsibilities and tasks. Human resource management is needed to achieve organizational success, especially when competitiveness is very high in the era of globalization. Very high competition makes organizations must have quality human resources to achieve goals and success. The era of globalization strongly demands the competitiveness of employees who must work more productively in achieving organizational goals. In the organization there are human resources that must be managed properly.

Human resources must be managed properly through human resource management. In management there are broader tasks such as decision making, human management, cooperation, and leadership. If you have good management, the goals of the organization can be achieved. In managing an organization, a management process is needed in it so that human resource management is needed. Human Resource Management (HRM) is an explanation of the importance of the organization's workforce in this case employees as a crucial human resource in involvement for organizational goals, and the use of several functions and activities to ensure that human resources are used effectively and fairly for the benefit of individuals, organizations and society.

An organization is a collection of individuals who have been formed into groups that work together to achieve goals with different backgrounds. From these different backgrounds, differences will arise that will cause incompatibility between individuals which leads to the emergence of conflict between individuals in the organization. When individuals relate to each other with other individuals or with groups, it will not be separated from the name conflict because not every relationship goes well. Conflict is a relationship involving two or more parties, both in people and groups, who have interests that do not match the will of one party. In addition, it also reveals that conflict is an opposition or dispute between individuals or groups where there are differences in actions or contradictions between one another so that both or one of them are offended. Humans are individual creatures so that each of these individuals has different traits and personalities from one individual to another. Therefore, conflict will very likely occur when there are individuals in the organization who have different backgrounds.

Differences of opinion between two or more members in an organization are referred to as conflicts. Organizations in setting their goals require the quality of good human resources. Human resources play an important role in the success of the organization or each work unit in achieving performance. Work conflict in the organization can affect the success of organizational goals and the work atmosphere of the organization and especially conflict affects the performance of employees in the organization. Work conflict can improve the quality of decisions and employee performance because people will face problems, learn to use different points of view, and be more creative in a conflict. Work conflict also increases individual creativity and problem-solving ability because individuals face disputes that encourage a critical attitude towards their personal ideas. As a result, increased conflict leads to decreased performance because group members will develop favoritism within the group, leading to the view that their group is better than others. Therefore, good conflict management is needed to maintain cooperation and solidity in terms of creating a healthy atmosphere in each work unit in an organization. Likewise, in the correctional world, cooperation and

a healthy working atmosphere are very important to avoid disputes and maintain unity and brotherhood between employees.

According to law number 22 of 2022, it is stated that the correctional is a criminal justice subsystem that organizes law enforcement in the field of treatment of children, prisoners, and prisoners. Corrections has 5 types of technical implementation units (UPT), namely state detention centers, temporary child placement institutions, correctional institutions, special children's development institutions and correctional centers. The state detention house or commonly called RUTAN is a place to carry out the function of service to prisoners and is established in every regency or city capital. Cipinang Class I Detention Center, as one of the Correctional Technical Implementation Units, was established based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number: M.05.PR.07.03 Year 2007, dated February 27, 2007. The decree was issued with consideration to improve the implementation of correctional duties, especially in the aspect of prisoner care and to overcome the increase in occupancy capacity, so it is necessary to establish a detention center that has order, security, smoothness, and good control.

Researchers have conducted interviews with cipinang detention center officers to obtain information related to work conflicts, in which there are work conflicts, namely task conflicts which occur between employees who want to carry out security tasks in accordance with the SOP but are hindered by other employees who do not work in accordance with the SOP. So that there is an increase in conflict from task conflict to relationship conflict which makes the relationship between these employees become disharmonious due to differences of opinion and disputes that occur. Increased conflict results in decreased performance because group members tend to show favoritism in it, which then creates the perception that the group is superior to other groups. From research which shows that work conflict has an influence on employee performance. The study shows that work conflict is a key variable that needs to be examined because its appearance can affect employee performance in various companies with different background factor profiles. Based on the background, the researcher is interested in conducting a study on "The Effect of Work Conflict on Employee Performance at the Cipinang Class I State Detention Center".

LITERATURE REVIEW

Workplace conflict is a dynamic process that explains the interaction between two or more parties who are interdependent but have differences or disagreements among them. It can be defined as a situation where workers, whose jobs are interconnected, experience discomfort, blame one another, or engage in other actions that lead to issues within the business. Essentially, workplace conflict arises from disputes between at least two individuals or parties over significant matters that both find important. In some instances, this conflict may be referred to as disputes, fights, struggles, or even chaos. In this context, workplace conflict is the interaction between two or more parties who find themselves in opposition due to incompatibility, especially when their tasks are interrelated.

Organizational conflict occurs when behaviors aimed at achieving one party's goals clash with or undermine the objectives of another. Workplace conflict is an inevitable event, attached closely to the relationships between individuals, groups, and organizations that continuously struggle for dominance. In essence, it is the battle between at least two parties who view their goals as being at odds, or who believe the resources needed to achieve their aims are being interfered with by others. This type of

conflict becomes a practical issue when one person has the right to perform an action while another has the right to prevent that action, resulting in a standoff.

The idea of workplace conflict can also manifest when someone is obligated to perform a task for one party but is simultaneously bound to another party that expects the opposite. This type of scenario highlights the complexity and tension inherent in workplace dynamics. The clash of rights and responsibilities within the workplace forms the basis of much of the conflict encountered in professional environments, particularly when the obligations to different individuals or groups create irreconcilable differences in expectations and outcomes.

Employee performance is a concept that refers to the actual accomplishments or job performance achieved by an individual. This performance, whether in terms of quality or quantity, represents the output produced by an employee while carrying out tasks assigned to them according to their responsibilities. Employee performance is assessed by measuring how well an individual or group meets the objectives set by the organization, while adhering to legal, moral, and ethical standards. The success of employee performance is determined by the extent to which targets are met effectively, reflecting the individual's or team's commitment to their duties.

Various factors influence employee performance, including effectiveness, efficiency, authority, discipline, initiative, and the work environment. Effectiveness refers to the completion of specific objectives, while efficiency considers the balance between the effort expended and the results achieved. Authority within a workplace ensures that individuals contribute to their roles according to their responsibilities. Discipline is critical for maintaining adherence to rules, while initiative encourages creativity and proactive contributions. Finally, a conducive work environment plays a pivotal role in supporting individuals to perform their tasks more effectively.

METHOD

This research was conducted using a quantitative research method. Research design refers to the plan and procedure of the research, ranging from broad assumptions to specific methods and the process of data collection and analysis (Creswell, 2014). The quantitative method typically links the processes of data analysis, data collection, data interpretation, and writing the research findings. In this approach, the research starts with identifying the type of data, which is often numerical in nature. Researchers then identify the variables to be examined, which are ultimately analyzed numerically. Quantitative research tests one or more theories by formulating specific hypotheses, collecting data, and deriving answers that either support or refute the hypotheses.

Based on this definition, the researcher designed the study by testing and verifying theories and explanations, identifying the variables to be studied, correlating the variables to the research questions and hypotheses, using reliability and validity standards, observing, and organizing numerical data through questionnaires as the primary data source. The researcher employed statistical approaches and analysis procedures to process the collected data. In this study, the quantitative method was chosen because it provided insights into how work conflict affects employee performance in the Cipinang Class I State Detention Center.

Data collection techniques in this study involved the use of questionnaires and literature review. Questionnaires are a common tool in quantitative research, used to gather data directly from respondents. In this study, the researcher used a questionnaire, where a list of statements was presented to the respondents. Each statement is designed to measure a specific variable related to the study. Additionally, the literature review

technique involved collecting relevant documents and previous research to support the study's findings. Combining these methods allowed the researcher to obtain a comprehensive dataset for analysis.

The data analysis process in this research was assisted by the SPSS (Statistical Package for the Social Sciences) application. This is a standard statistical procedure used to measure and analyze data in quantitative research, aiming to achieve data accuracy and present the findings in an easily understandable format. The analysis was conducted to answer the hypotheses of the study. The results were then interpreted based on the initial hypotheses or previous research to explain why the findings supported or contradicted the proposed hypotheses. Various statistical tests were employed, including normality tests, multiple linear regression analysis, significance testing, and determination tests.

The normality test is crucial in ensuring that the data used in the research is valid for analysis. A dataset that follows a normal distribution meets the assumptions required for many statistical tests. In this study, the normality of the data was assessed using the Kolmogorov-Smirnov test, with a significance level of $\alpha = 0.05$. Data is considered normally distributed if the significance value is greater than or equal to 0.05. Additionally, multiple linear regression analysis was used to study the relationship between two or more variables, assuming a linear relationship in the parameters. This analysis helps to understand how independent variables like work conflict influence dependent variables like employee performance.

The significance test is an essential step in quantitative research, as it determines whether the initial hypothesis is accepted or rejected. In this study, the t-test was used to assess the significance of the relationship between variables. A confidence level of 95% was applied, meaning that hypotheses were accepted or rejected based on a significance value threshold of 0.05. If the significance value was below 0.05, it indicated a significant relationship between the independent variable (work conflict) and the dependent variable (employee performance). Conversely, a significance value above 0.05 meant that no significant relationship was found between the variables.

RESULTS AND DISCUSSION

Respondents' Perceptions of Work Conflict at the Cipinang Class I State Detention Center

According to Blanckard and Gibson (2003) as cited in Kusworo (2019), workplace conflict is defined as a dynamic process where two or more interacting parties, who are interdependent, experience disagreements or incompatibilities. This conflict occurs when employees whose tasks are interrelated experience discomfort, misattribute blame, or engage in other negative behaviors that create problems within the business (Sudarmanto et al., 2021). The study is based on research by Jehn et al. (2001), who divides workplace conflict into three dimensions: task conflict, relationship conflict, and process conflict. Each of these types of conflict has different triggers and impacts on the work environment. Task conflict often arises from disagreements over responsibilities, relationship conflict stems from interpersonal incompatibilities, and process conflict involves differences in how tasks should be completed. Understanding these dimensions allows organizations to identify and manage workplace conflict effectively, ensuring a balanced and productive environment.

Task conflict refers to disagreements and differences of opinion regarding work responsibilities, often arising when an employee is asked to complete a task outside their designated role. This form of conflict is common in environments where there is a

significant gap in technical skills, leading to work dependency among employees. In this study, employees at the Cipinang Class I Correctional Facility were surveyed to understand their perceptions of task conflict. The results indicated that 73.5% of respondents fell into the medium category, meaning they experienced task conflict but not at a disruptive level. A smaller percentage, 9.7%, experienced high task conflict, suggesting more serious issues, while 16.8% reported low conflict, indicating a harmonious work environment. These findings suggest that while task conflict is present, it is generally manageable. However, organizations must address these issues to prevent them from escalating into more significant problems.

Relationship conflict, as defined by the study, involves interpersonal incompatibilities that lead to tension, hostility, and disruption within the workplace. This type of conflict is often driven by a lack of empathy, disrespect, or misunderstandings between employees. In the Cipinang Class I Correctional Facility, 72.3% of respondents reported medium levels of relationship conflict, suggesting that while tension exists, it has not significantly impacted overall productivity or well-being. The remaining respondents were split between low (18.7%) and high (9.0%) levels of conflict. Those in the high-conflict group may be dealing with deeper interpersonal issues that are harder to resolve, while those in the low-conflict group enjoy more harmonious relationships with their colleagues. The moderate level of relationship conflict observed indicates that while there are issues, they remain manageable and can likely be resolved through effective communication and conflict resolution strategies.

Process conflict occurs when there are disagreements about how tasks should be completed or when roles and responsibilities are unclear. In the study, 69.7% of employees at the Cipinang Class I Correctional Facility reported moderate levels of process conflict. This suggests that while there are some issues related to task delegation and coordination, they are not severe enough to disrupt daily operations. Additionally, 16.1% of employees reported low process conflict, indicating clear communication and efficient teamwork in certain areas. However, 14.2% of respondents indicated high levels of process conflict, suggesting significant challenges in task coordination and workflow management. High process conflict can severely impact team effectiveness and reduce overall productivity, underscoring the need for clear communication, defined roles, and proper task delegation within the organization.

The overall findings of the study on workplace conflict at the Cipinang Class I Correctional Facility suggest that most employees perceive the conflicts as manageable. Based on the responses to 18 conflict-related statements, the majority of employees fell within the medium category across all three dimensions of conflict. This indicates that, while there are disagreements and differences of opinion, they are generally within normal limits and can be addressed constructively. Employees reported feeling supported by their colleagues and leadership, contributing to a relatively harmonious work environment. However, the presence of higher levels of conflict in specific areas, such as task or process disagreements, highlights the importance of proactive conflict management to prevent more serious disruptions in the future. Organizations must ensure that they address conflicts early on to maintain a positive and productive workplace culture.

In conclusion, workplace conflict, as seen at the Cipinang Class I Correctional Facility, is a complex issue that manifests in different ways depending on the type of conflict—task, relationship, or process. While the study found that most employees experienced conflict at moderate levels, with many perceiving it as manageable, it is crucial to monitor and manage these conflicts effectively. Task conflict, in particular,

emerged as a significant factor but remained within tolerable limits for most respondents. Relationship and process conflicts were also present but did not significantly hinder overall workplace harmony. The findings suggest that, while conflict is inevitable in any work environment, organizations can mitigate its negative effects through structured conflict resolution strategies and open communication, ensuring that the work environment remains conducive to productivity and employee well-being.

Respondents' Perceptions of Employee Performance at the Cipinang Class I State Detention Center

The next discussion concerns employee perceptions regarding the variable of employee performance. Employee performance can be defined as the outcome produced when employees complete the tasks assigned to them. According to Peterson and Plowman (1953) and Na-Nan and Chalermthanakij (2012), employee performance serves as an indicator of both individual efficiency and productivity, as well as the operational efficiency and long-term success of an organization. Performance is a function of both ability and willingness to complete tasks. Effective employee performance benefits the organization by ensuring that employees diligently fulfill their responsibilities. However, if employees fail to take responsibility for their tasks, it will have a negative impact on the organization's overall performance.

This research is grounded in the theories of Koopmans et al. (2012) and Pradhan & Jena (2017), who argue that employee performance refers to the achievements and effectiveness of individuals in performing tasks aimed at fulfilling organizational goals. The performance variable is divided into three dimensions: task performance, adaptive performance, and contextual performance. Task performance refers to the understanding between supervisors and subordinates in completing assigned tasks. Adaptive performance highlights an employee's ability to adjust and respond positively to dynamic work environments. Contextual performance refers to pro-social behaviors and selfless attitudes demonstrated by employees, such as helping others at work, even when not explicitly required in their job descriptions.

Based on data analysis of employee performance at the Cipinang Class I State Detention Center, the respondents' perceptions of the performance variable were generally positive. The respondents were grouped into three categories—low, medium, and high—allowing for the measurement of employee performance perception across each dimension. Respondents in the high category indicated that they believed a portion of the employees performed excellently. Meanwhile, those in the medium category demonstrated adequate but not optimal performance, and respondents in the low category experienced challenges that negatively affected their job performance.

The first performance dimension discussed is task performance. The categories used to assess employee perceptions were again divided into low, medium, and high. Based on data analysis involving 155 employees at the Cipinang Class I State Detention Center, 64.5% fell into the medium category, 15.5% into the high category, and 20.0% into the low category. This indicates that most employees perform their tasks adequately, although 31 employees from the low category reported difficulties in meeting performance expectations. Factors such as insufficient training, low motivation, or external issues might have contributed to their struggles. Conversely, employees in the high category demonstrated superior skills, experience, and motivation, achieving outstanding results and meeting organizational expectations.

The second dimension is adaptive performance. The data revealed that 71.6% of employees fell into the medium category, 15.5% in the low category, and 12.9% in the

high category. Employees in the low category indicated difficulty adapting to changes, which could stem from a lack of experience or training. Employees in the medium category demonstrated adequate adaptability, although they may still face challenges in more complex or stressful situations. Those in the high category displayed exceptional adaptive abilities, adjusting seamlessly to dynamic work conditions and contributing effectively to organizational success.

The third dimension, contextual performance, revealed that 69.0% of employees were in the medium category, 15.5% in the low category, and 15.5% in the high category. Employees in the low category perceived their contributions outside their core duties as minimal, indicating room for improvement in their pro-social behaviors, such as helping colleagues or taking initiative. Employees in the medium category demonstrated average contextual performance, contributing sufficiently but not exceptionally to the organization. Finally, employees in the high category exhibited outstanding contextual performance, showing proactive attitudes and making significant contributions to the workplace environment.

In conclusion, employee perceptions of their performance were generally positive, as indicated by their ability to complete tasks productively. The majority of employees in the Cipinang Class I State Detention Center demonstrated adequate performance, with some excelling in certain areas due to strong skills, experience, and motivation. The overall data, drawn from descriptive statistical analysis, confirmed that most employees were performing at a relatively high level, contributing positively to the operational success of the organization.

The Effect of Work Conflict on Employee Performance at the Cipinang Class I State Prison

This study employed several statistical tests to measure and determine the influence of work conflict variables on employee performance at the Cipinang Class I State Detention Center. The normality test was used to establish whether the data was normally distributed or not. To understand the effect of independent variables on dependent variables, a simple linear regression test and a determination test were conducted, while a significance test was used to examine the research hypothesis. The normality test, performed using the One Sample Kolmogorov-Smirnov Test, produced an Asymp. Sig (2-tailed) value of 0.200, which is greater than 0.05, thus meeting the normality test requirements. This implies that the data used in this study is normally distributed. Additionally, the simple linear regression test resulted in an F value of 2825.775, with a significance value of 0.000, which exceeds the threshold of 0.05, indicating that the statistical requirements were met for the research.

The results of the simple linear regression test demonstrated a significant relationship between work conflict variables and employee performance variables. A constant value of 3.910 was obtained, along with a positive regression coefficient, indicating that an increase in the work conflict variable would lead to a corresponding increase in the employee performance variable. In other words, as the value of work conflict rises, so does the performance of employees. The regression coefficient reveals that for every 1-unit increase in the work conflict variable, employee performance increases by 0.920 units. This finding underscores that as the impact of work conflict grows, so does employee performance at the Cipinang Class I State Detention Center.

The determination test further quantified the influence of work conflict on employee performance, with the R square value recorded at 0.949. This means that work conflict accounts for 94.9% of the variance in employee performance, while the

remaining 5.1% is influenced by other variables not addressed in this study. The substantial percentage explained by work conflict highlights its importance as a determinant of employee performance, reaffirming the robustness of the statistical analysis. The findings provide compelling evidence of the significant influence that work conflict has on employee performance at this facility.

The analysis also showed a positive and significant relationship between work conflict and employee performance at the Cipinang Class I State Detention Center. The significance test yielded a value of 0.000, which is less than 0.05, confirming a significant relationship between the work conflict variable and employee performance. Consequently, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating that work conflict positively impacts employee performance. This result aligns with previous research, such as a study conducted by Henda (2017), which found that work conflict positively influences employee performance. As the causes of work conflict become more apparent, employee performance improves significantly.

Based on the data and facts obtained from the Cipinang Class I State Detention Center, the level of work conflict is reasonably managed, as shown by the univariate analysis, which reveals that most employees experience moderate levels of work conflict. This study is further supported by previous research, such as Kurniawati (2020), which also found that work conflict positively impacts employee performance at PT X. Similarly, a study by Haryanto et al. (2022) on Indonesian Railway employees reported that work conflict serves as a stimulus, with an inverse relationship between conflict and performance—when work conflict increases, performance tends to decrease, and vice versa. Therefore, the current study's findings contribute to the growing body of literature on the relationship between work conflict and employee performance.

At the Cipinang Class I State Detention Center, the level of work conflict influencing employee performance is a collective responsibility of both the employees and the organization. Employees are expected to be more innovative and collaborative in addressing the conflicts that arise. Additionally, the detention center has a responsibility to provide the necessary facilities to support employee performance. Creating a positive work conflict environment is crucial, as it allows the organization to serve as a platform for employees to express their ideas and suggestions, thus fostering better performance outcomes.

CONCLUSION AND SUGGESTION

The analysis of the data gathered in this study revealed a significant impact of work conflict on employee performance at Cipinang Class I State Detention Center. The results indicated that the employees have a generally favorable perception of work conflict. Most respondents categorized their experiences with work conflict as moderate or acceptable. From the task conflict dimension, it was evident that the employees perceive minor conflicts as natural and manageable, with no significant disruptions to their work. Additionally, the relationship conflict dimension showed that although occasional tensions or disagreements arise, they do not negatively impact employee productivity or well-being. The process conflict dimension further demonstrated that employees at the detention center effectively manage team discord, turning potential misalignments into positive outcomes for the organization.

In terms of employee performance, the staff at Cipinang Class I State Detention Center also held positive perceptions. The majority of respondents rated their performance as moderate or relatively good, reflecting their ability to complete tasks efficiently. The task performance dimension indicated that employees are generally

capable of finishing their work satisfactorily. Furthermore, the adaptive performance dimension showed that employees have adapted well to new environments, while the contextual performance dimension highlighted that their output aligns with the organization's goals and contributes significantly to team tasks. Overall, these dimensions suggest that employee performance at the detention center is closely aligned with organizational objectives, with staff effectively meeting targets and contributing to team success.

Moreover, the study confirmed a positive correlation between work conflict and employee performance at Cipinang Class I State Detention Center. The findings demonstrated that work conflict, rather than being detrimental, can positively influence employee performance. The influence of work conflict on performance was measured at 94.9%, with the remaining 5.1% influenced by other variables not covered in this study. This indicates that while work conflict is a significant factor, further research is necessary to explore other variables that might affect employee performance. The significance of the relationship between work conflict and employee performance was evident in the statistical analysis, where the p-value of 0.000 (less than 0.05) led to the rejection of the null hypothesis, confirming that work conflict positively impacts employee performance at Cipinang Class I State Detention Center.

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