



The Effect of Conflict Management and Work Environment on Employee Performance with Human Resource Management as a Mediating Variable

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Article Info	Abstract
Article History Received: 2022-11-22 Revised: 2022-12-20 Published: 2023-01-01 Keywords: <i>Conflict Management; Employee Performance; Human Resources Management.</i>	The purpose of this study is to analysis how conflict management and work environment affects employee performance. This study also examine human resources management as a mediating variable. Analysis using 45 respondent who works with local and foreign company. This study using smartPLS as test kit and likert scale. The novelty of this study is human resources management has no role as a mediating variable. The evaluation of the model in this study used the evaluation of the outer model and inner model carried out with the help of smartPLS 4.0. Hypothesis testing was carried out with human resources management as a mediating variable, the relationship between the work environment and work performance was 0.491 while for conflict management with work performance was 0.033 where with these results the relationship became influential or could be said to be weakened. So it can be concluded that human resources management cannot mediate between latent variables.
Artikel Info	Abstrak
Sejarah Artikel Diterima: 2022-11-22 Direvisi: 2022-12-20 Dipublikasi: 2023-01-01 Kata kunci: <i>Manajemen konflik; Kinerja karyawan; Manajemen Sumber Daya Manusia.</i>	Tujuan dari penelitian ini adalah untuk menganalisis bagaimana manajemen konflik dan lingkungan kerja mempengaruhi kinerja karyawan. Penelitian ini juga mengkaji manajemen sumber daya manusia sebagai variabel mediasi. Analisis menggunakan 45 responden yang bekerja dengan perusahaan lokal dan asing. Penelitian ini menggunakan smartPLS sebagai test kit dan skala Likert. Kebaruan dari penelitian ini adalah manajemen sumber daya manusia tidak memiliki peran sebagai variabel mediasi. Evaluasi model pada penelitian ini menggunakan evaluasi outer model dan inner model yang dilakukan dengan bantuan smartPLS 4.0. Pengujian hipotesis dilakukan dengan manajemen sumber daya manusia sebagai variabel mediasi, hubungan lingkungan kerja dengan prestasi kerja adalah 0,491 sedangkan untuk manajemen konflik dengan prestasi kerja adalah 0,033 dimana dengan hasil tersebut hubungan menjadi berpengaruh atau bisa dikatakan melemah. Sehingga dapat disimpulkan bahwa manajemen sumber daya manusia tidak dapat memediasi antar variabel laten.

I. INTRODUCTION

The ability of humans to be able to interact with other humans, proves that humans are social beings so that in achieving their goals, help from others is needed. The ability to socialize is called cooperation. Socially, working together is a requirement in carrying out a good life in society. This ability makes a person have a sense of responsibility to nurture someone for the better. Being in an organization is a form of human beings as social beings. Organizations can be divided into two types, namely formal and informal. According to Hick (1996), a formal organization is one that describes between the relationship of managers and employees in a clear structure in their respective positions, through authority in action, communication and accountability. Organizations can occur on a small, medium or large scale. Small-scale

organizations usually have only members with a number that does not exceed 30 people. As for medium-scale organizations, they have members with a maximum number of 100 people only. Unlike the case with large-scale organizations that have more than 100 members or at least 500 people, each member has difficulty being able to communicate with other members.

With a large number of members, of course, the possibility of conflict will be even greater. Conflict is a difference or conflict between individuals or social groups that occurs due to differences in interests, as well as efforts to fulfill goals by opposing parties using threats or violence (Soekanto, 2004). Conflicts that occur within a group can be caused by several factors, such as differences of opinion, cultural differences, differences in interests or social changes. Conflicts can cause rifts in a group,

changes in individual personalities, destruction of different property and several other things. Human resource management has a very important role in managing human resources or employees in a company. According to Nawawi (2011), human resources can be said to be workers, workers, employees and human potential in realizing the existence of the organization.

II. METHOD

This research uses quantitative research with three foreign company as a sample. The primary data in this study was obtained through a questionnaire in the google form. The scale used in this study is the likert scale, a scale that serves to measure a person's attitude, opinion and perception of certain symptoms or problems they experience (Hidayat, 2011). The independent variables in this study are the work environment and conflict management. The dependent variable in this study is work performance. The mediation variable in this study is human resource management

III. RESULT AND DISCUSSION

The evaluation of the model in this study used the evaluation of the outer model and inner model carried out with the help of smartPLS 4.0 software with the following results:

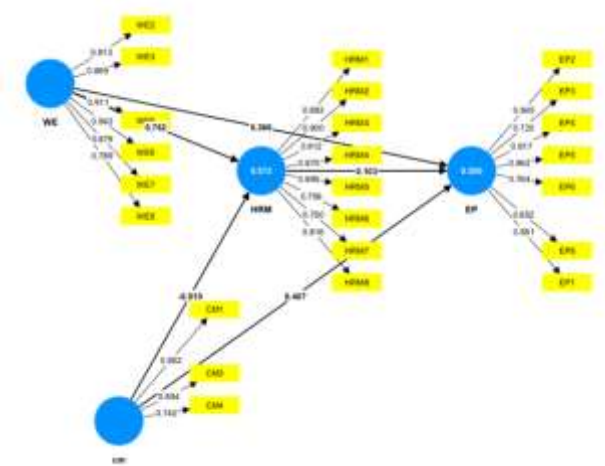


Figure 1. Evaluation of The Model

Based on the results of the model analysis, it is known that the relationship direction for H₁, H₂, H₃ and H₄ is positive or has a positive effect, while for the relationship direction H₅ is negative or has a negative effect.

Table 1. Mediation Variable Test Result

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
CM → HRM → EP	-0.081	-0.006	0.037	0.833	0.073
WE → HRM → EP	0.079	0.088	0.160	0.491	0.623

Based on the picture above, it can be seen that the relationship between conflict management and employee performance mediated by human resources management has a negative and insignificant effect because the p-value is greater than 0.05 and Statistics < T value of 1.96. Likewise, the relationship between the work environment and employee performance mediated by human resources management has a T Statistics value of < 1.96 and an p-value greater than 0.05.

IV. CONCLUSION AND SUGGESTION

A. Conclusion

Hypothesis testing was carried out with human resources management as a mediating variable, the relationship between the work environment and work performance was 0.491 while for conflict management with work performance was 0.033 where with these results the relationship became influential or could be said to be weakened. So it can be concluded that human resources management cannot mediate between latent variables. This study had a limitation where the sample tested was only 45 people and was taken from three foreign companies in Jakarta at random. So that the next research is expected to be able to test with more samples and is expected to obtain significant results.

B. Suggestion

Discussion regarding this research is still very limited and requires a lot of input. Suggestions for future authors are to examine more deeply and comprehensively about The Effect Of Conflict Management and Work Environment on Employee Performance with Human Resource Management as a Mediating Variable.

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