

The Model of Barrier to Migration Employee Performance

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Abstract

This study aims to determine the effect of work conflict on the performance of employees working in CV. Citra Pratama Cabang Tasikmalaya. Used method is descriptive method with a quantitative approach. The sample was taken as many as 30 people on CV. Citra Pratama Cabang Tasikmalaya. Technics of data collection of this research using a questionnaire and literature study. Used data analyzes method is correlation coefficient test, test the coefficient of determination, and simple linear regression analysis. The results of the analysis are obtained correlation coefficient of 78,5%; coefficient of determination of 61,6%; regression equation $Y = -9,818 + 1,155X$. Hypothesis testing using the uji t, which shows that tarithmetic greater than ttable so that the hypothesis can be accepted with significance $0,000 < 0,04$. Conclusions from this research is that work conflict has a significant effect on employee performance in CV. Citra Pratama Cabang Tasikmalaya, meaning that the higher the work conflict, the lower the employee performance.

Keywords: *Work Conflict, Migration, Employee Performance.*

INTRODUCTION

Humans are social creatures who have a high desire nature that is equipped with a mind that is able to think well, this creates differences in interests between each individual and what often happens is incompatibility between individuals and others because they have different mindsets. These differences will not affect the condition of the company if it is not accompanied by bad behavior from the employees in it.

Bad behavior will provoke conflict between employees both horizontally and vertically. Conflicts that occur can hinder the performance of employees in a company. Every company needs quality human resources to support the performance of the company itself. The quality of human resources needed by the company can be seen from the performance of the human resources themselves.

Conflicts that occur within a company greatly affect the decline in employee performance, so that it can cause the company's goals not to be achieved. Therefore, to achieve the goals expected by the company, a leader must always pay attention to the work environment and working conditions within the company. Sometimes most of the leaders pay less attention to their environment, so that the lack of attention can cause conflict between employees.

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Conflict is an important and useful part of organizational life. Work conflict is inevitable and an integral part of the change process. Albert in Agwu (2013: 126) states that there are productive and destructive work conflicts. Albert argues that a conflict is said to be positive or constructive when it is discussed by each party and uses peaceful terms in reaching a resolution. Conflict that is managed constructively can induce positive performance while conflict that is less successfully managed can lead to dislocation in the group, decreased productivity in work performance, psychological and even physical injury, emotional distress and inability to focus, activity interruption.

The performance of each person depends on support in the form of organization, provision of facilities and infrastructure, selection of technology, comfort of the work environment and working conditions and conditions. Usually in an organization there are always problems, both among individuals and groups concerning their respective interests. These problems will cause conflict or differences of opinion.

In general, conflicts have a negative impact (dysfunctional conflict), but some have a positive impact (functional conflict) for the company. It depends on how to manage and direct the conflict so that it becomes a conflict that is beneficial to the company and employees. For this reason, companies must be able to distinguish which conflicts are beneficial to the company.

Lijan Poltak Sinambela, et al (2011: 136), suggest that employee performance is defined as the ability of employees to perform certain skills. The performance of employees is very necessary, because with performance it will be known how far the employee's ability to carry out the duties and responsibilities assigned to him. For this reason, it is necessary to determine clear and measurable criteria and set together which are used as a reference.

Previous research Furqon Dwi Cahya (2018) regarding conflict on employee performance with communication as a moderating variable suggests that conflict has a negative impact on performance. so that to improve performance, the conflict must be resolved so that it becomes positive. Henda Dwi Piana (2017) suggests that work conflict has a significant effect on employee performance. Also supported by research conducted by Guswarno (2011) that simultaneously interpersonal conflict and interorganizational conflict have a significant effect on performance, while partially interpersonal variables are most dominant in influencing employee performance. each rather than thinking of the right solution.

LITERATURE REVIEW

Conflict

Conflict is the incompatibility of two or more opinions or actions considered in an organization. Work conflict does not have to be hostile, although the situation can be part of a work conflict situation (Jehn in Furqon (2018: 16).

Kreitner and Kinicki in Furqon, (2018: 17) that: "Work conflict is a process in which one party perceives that its interests are opposed or negatively affected by another party."

Sunyoto in Furqon, (2018: 17) that: "Work conflict is a disagreement between two or more members of an organization or groups within an organization that arises because they have to use scarce resources together or carry out activities together or because they have different status, goals, values and perceptions."

Wirawan in Furqon (2018: 17) that: "Work conflict is a process of conflict that is expressed between two or more parties that are interdependent on the object of conflict, using mindsets and interactions that produce work conflict outputs." Broadly speaking, work conflict in an organization can occur in various circumstances, including: 1)

Conflict between subordinates in the same section, 2) Conflict between subordinates and leaders in the same section, 3) Conflict between subordinates from different sections, 4) Conflict between leaders and subordinates from different sections, 5) Conflict between leaders from different sections.

The benefits of conflict management according to Marwansyah in S Puspitasari (2017: 45) are 1) Bringing hidden problems to the surface, so that there is a possibility to be resolved, 2) Encourage people to find a more appropriate approach to get better results, 3) Increase self-awareness and awareness of other people and the problems they face, 4) Refine the decision-making process. The indicators of this study adapt from the theory and opinions of experts. Indicators used to measure variables in research according to Veitzhal Rivai (2011) are as follows: 1) Conflict within a person, 2) Conflict between individuals, 3) Conflict between group members, 4) Conflict between groups.

Employee Performance

According to Robbins in Lijan (2012: 5) that: "Performance is defined as the result of an evaluation of the work done by an individual compared to criteria that have been set together."

Haynes says that building performance expectations needs to pay attention to four elements, namely: (1) position description, which will outline the duties and responsibilities of a position, so that the official who will do it knows exactly what to do. For example, to improve the performance of an employee, of course, the employee must know what to do, how to do it. (2) The field of results with performance indicators must be clear, meaning that an employee should know the indicators of the success of his duties. In addition to determining the indicators of the implementation of an employee's duties, of course, there must be, (3) performance standards that show the success or failure of the tasks carried out. By implementing these three elements systematically, it is hoped that (4) the goals that have been set will be achieved.

Mitchell formulates performance as a function of ability times motivation. Mathematically Mitchell in Lijan, (2012: 9) formulates as follows:

Picture 1. Employee Performance Formula

$$\text{Performance} = \text{Ability} \times \text{Motivation}$$

Source: Mitchell in Lijan, (2012: 9)

The formula explains that the performance of an employee is equal to the employee's ability to perform the tasks assigned to him multiplied by the motivation shown to perform these tasks. There are three dimensions of performance namely: Ability, Motivation, and Opportunity.

Employee performance is a major factor that can affect organizational progress.

Employee performance is the result of work achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities to achieve organizational goals. organization, in accordance with their respective authorities and responsibilities to achieve organizational goals. Work experience plays a very important role in improving employee performance. Employees will easier and faster in carrying out their work or duties, because they have more experience in their work. more experience in his work. So that this will improve performance and also improve company performance. The relationship between work experience and employee performance is supported by The opinion of Robbins (2017) states that: "That work experience is the level mastery of a person's knowledge and skills at work which seems to be a good basis for estimating employee performance", basis for a good estimate of employee performance"

RESEARCH METHODS

The method used in this research is descriptive and verification research. The data source in this study is a secondary data source from documentation or reports available at the organization. The population in this study were all employees of Junior High School 1 Bojongsoang District Bandung, namely (N) 45 people.

In this study, the sample size is determined by the form of statistical tests to be used. The statistical test to be used is path analysis, where the path coefficient is basically a correlation coefficient. Thus, the minimum sample size for this path analysis is determined through the use of sampling techniques, namely saturated sampling. This saturated sampling resembles the population, where the population is 45 people. Therefore, the sample in this study amounted to 45 people.

Based on the method used in data collection, the variables that have ordinal size are then transformed into interval form using the Method of Successive intervals.

Before distributing the instrument, first the validity and reliability of the instrument were tested. Testing the validity of the instrument is done using the Corelation Product moment formula. testing the reliability of the instrument is done using the Cronbach's Alpha formula using SPSS.

To determine top management support and user competence, as well as the success of Management Information System implementation, the data is processed by analyzing the respondent's attitude towards the questionnaire items to see the results of the assessment (positive/negative) of respondents on the implementation of the variables studied using Likert analysis.

The analysis used consists of two types, namely: (1) descriptive analysis, especially for qualitative variables and (2) quantitative analysis, in the form of hypothesis testing using statistical tests. Quantitative analysis is emphasized to use the behavior of research variables, while descriptive / qualitative analysis is used to explore the behavior of causal factors. The analysis method used was cross-sectional analysis.

Prepare data pairs of independent and dependent variables from all research samples for hypothesis testing. As for examining the influence among the research variables on the success of Management Information System implementation, the tabulated data were applied to the research approach of Path Analysis, Product Moment correlation analysis, and rProduct Moment correlation analysis

FINDINGS AND DISCUSSION

Characteristics of Respondents

To get an overview of the employees who are the object of this research, the following will describe the grouping of respondents based on gender, age, latest education and length of work. Judging from the 30 respondents, there were 19 people who were male and 11 people who were female. It can be concluded that the most respondents are male. It can be seen that of the 30 existing respondents who are more than 40 years old dominate in CV. Citra Pratama Tasikmalaya Branch followed by respondents aged between 31 years and 35 years. Of the 30 respondents, the largest percentage was obtained and was dominated by respondents who had the last education of Senior High School as many as 16 people with a percentage of 53%. it can be seen from the 30 existing respondents that there are the most respondents with a total of 17 people and a percentage of 57% who have worked between 1 to 5 years.

Facilities Available

Office facilities can be interpreted as supporting facilities in the physical form of

company activities, and are used in the normal activities of the company, have a relatively permanent period of use, and provide benefits for the future.

Facilities owned by CV. Citra Pratama Tasikmalaya Branch include:

- a) Parking lot.
- b) Car.
- c) Prayer room.
- d) Office equipment (Television, Telephone).
- e) Office furniture (Desk, Chair, Cupboard, Filling cabinet, etc.).
- f) Office equipment (Paper, Envelope, Ruler, Stepler, Scissors, etc.).
- g) Office machines (Computer, Printer).

Implementation of Variable X (Work Conflict at CV. Citra Pratama Tasikmalaya Branch)

Conflict measurement is done with 7 (seven) question items. The results of the research responses of CV employees. Citra Pratama Tasikmalaya Branch in connection with work conflict obtained a total score of 804, with good criteria. Based on the data collected through questionnaires distributed to 30 respondents at the CV company, the responses of respondents who agreed were 5 people (17%), disagreed as many as 10 people (33%), disagreed as many as 11 people (37%), and strongly disagreed as many as 4 people (13%), with a total score of 104. This shows that many respondents do not often get pressure at work, but there are also respondents who state that they often experience pressure at work.

Respondents who agreed were 6 people (20%), disagreed as many as 8 people (27%), disagreed as many as 12 people (40%), and strongly disagreed as many as 4 people (13%) with a total score of 104. This shows that many respondents do not often disagree with other employees, and there are also respondents who say they often disagree with other employees.

Respondents who stated that they disagreed less were 10 people (33%), disagreed as many as 12 people (40%), and strongly disagreed as many as 8 people (27%) with a total score of 118. This shows that many employees agree or disagree that they have had problems with other team members. Respondents who strongly agreed were 5 people (17%), agreed as many as 16 people (53%), and disagreed as many as 9 people (30%) with a total score of 116. This shows that many respondents stated that they found a very large sense of distrust between employees in the company. obtained responses from respondents who stated that they disagreed as many as 8 people (27%), disagreed as many as 15 people (50%), and strongly disagreed as many as 7 people (23%) with a total score of 119. This shows that many respondents stated that they did not find many differences of opinion in order to achieve goals in the company. The responses of respondents who strongly agreed were 6 people.

Based on the assessment of indicators in the frequency distribution tables of work conflicts, it can be seen that the value of respondents' responses to work conflicts at CV. Citra Pratama Tasikmalaya Branch. work conflict at CV. Citra Pratama Tasikmalaya Branch received a total score of 804 in the good category. This shows that awareness of conflicts that occur in the company is experienced by many employees, including often getting pressure at work, often having disagreements with other employees, having problems with other team members, finding a sense of mistrust between employees, finding many differences of opinion in order to achieve goals, not all employees accept new work methods to complete their work, ignoring other people's work assessments of themselves. These things can trigger conflict within the company without them realizing the consequences that occur.

Implementation of Variable Y (Employee Performance at CV. Citra Pratama Tasikmalaya Branch)

Employee performance at CV. Citra Pratama Tasikmalaya Branch gets a total score of 634 in the good category. This means that the quality of employees' work is in accordance with company expectations, the targets that employees often achieve are in accordance with predetermined targets, the targets set by the company are in accordance with the provisions of the working day, employees have a sense of responsibility for their work, employees are able to work in accordance with the SOP, and employees are thorough in their work.

Data Analysis

Shows that the correlation value of each question with the total score obtained is greater than 0.3 so it can be concluded that each question item used is valid and can be used in further data analysis.

Reliability Statistics

Table 1. Y Variable Reliability Test (Employee Performance

Cronbach's Alpha	N of Items
,786	7

Source: SPSS 25 processed data

The results of the SPSS Statistics 25 output, in table above show that Cronbach's Alpha for variable X is $0.731 > 0.600$ and for variable Y $0.786 > 0.600$. So, it can be concluded that the questions that constitute the dimensions of the Work Conflict and Employee Performance variables are reliable.

The simple linear regression test is used to determine the effect of a linear relationship between one variable and another. The results of the simple linear regression test can be seen in the following table.

Table 2. Simplified Linear Regression Test

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,818	4,657		-2,108	,044
	X	1,155	,172	,785	6,695	,000

Source: SPSS 25 processed data

a. Dependent Variable: Y (Employee Performance)

Based on the above, in column B there is a constant value for the work conflict variable is -9.818 while for the employee performance variable is 1.155. The t test is used to determine whether the work conflict variable (X) has a significant effect on employee performance (Y). With an alpha (α) value of 5% at a confidence level of 95% with the following criteria:

1. If $t_{count} > t_{table}$ then the hypothesis is accepted.
2. If $t_{count} < t_{table}$ then the hypothesis is rejected

Table 3. T-test table

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-9,818	4,657		-2,108	,044
	X	1,155	,172	,785	6,695	,000

Source: SPSS 25 processed data

a. Dependent Variable: Y (Employee Performance)

Based on table 4.32 above, it can be seen that the results of hypothesis testing show that work conflict (X) has a significant effect on employee performance (Y) with a significance of $0.000 < 0.05$. So, at the 5% error rate there is a reason to reject (H_0) and accept the research hypothesis (H_a), which means that partially work conflict has a significant effect on employee performance at CV. Citra Pratama Tasikmalaya Branch. This is also supported by the results of research conducted by Henda Dwi Piana (2017) with the title *The Effect of Work Conflict on Employee Performance at PT Bank Syariah Mandiri Branch Office 16 Ilir Palembang* using 25 people as samples and using the classical assumption test (normality test and heteroscedasticity test), descriptive analysis, simple linear regression analysis, t test, and determination coefficient test. The results of the analysis show that work conflict has a significant influence on employee performance.

It is also supported by the results of research conducted by Yesi Faradita (2017) with the title *The Effect of Work Conflict on Office Employee Performance at PT Pamapersada Nusantara Indo District in Bontang* using 52 respondents as samples and using simple linear regression equation analysis, correlation coefficient analysis, coefficient of determination analysis and t test (partial). This means that work conflict has a significant effect on employee performance, so the H_0 hypothesis is rejected and H_a is accepted.

Also supported by research conducted by Rifandi (2017) with the title *The Effect of Conflict on Employee Performance at the Public Works Office of Southeast Sulawesi Province* using a sample of 80 respondents and using simple linear regression data analysis. The results of the study state that conflict has a significant effect on employee performance.

CONCLUSION AND RECOMMENDATIONS

Work conflicts that occur in CV. Citra Pratama Tasikmalaya Branch often occurs and is widely experienced by employees. This can be seen based on the results of answers from 30 respondents who answered 7 (seven) questions regarding work conflicts at CV. Citra Pratama Tasikmalaya Branch which obtained a total score of 804 with good criteria.

Employee performance at CV. Citra Pratama Tasikmalaya Branch is running well. This can be seen based on the answers of 30 respondents who answered 6 (six) questions regarding employee performance at CV. Citra Pratama Tasikmalaya Branch which obtained a total score of 634 with good criteria.

Work Conflict has a significant effect on Employee Performance at CV. Citra Pratama Tasikmalaya Branch. Which means that the more work conflicts experienced, the more employee performance will decrease in the company.

For further research, it can add independent variables other than those examined in this study and other variables can be added to moderate the dependent variable, and can be examined in other objects or locations, or can also add the number of samples.

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