



The Effect Of Interpersonal Conflict And Workload On Work Spirit In The General Secretariat Of Bintan Regency

Hendri Herman¹, Novi Harmadyastuti², Rio Setiawan³, Afdal R. Anwar⁴, Raja Muhammad Syoif⁵

^{1,2,3,4,5}Management, Ibnu Sina University, Indonesia

ARTICLE INFO

Article history:

Received Sep 16, 2022

Revised Sep 30, 2022

Accepted Oct 17, 2022

Keywords:

Interpersonal Conflict

Workload

Work Spirit

ABSTRACT

The purpose of this study is basically to determine the effect of interpersonal conflict and workload on morale at the General Affairs Agency of the Regional Secretariat of Bintan Regency. The method used in this research is quantitative method. The sample in this study is the honorary employees at the General Section of the Regional Secretariat of Bintan Regency, as many as 60 respondents. Analysis of the data in this study using regression analysis that previously tested the research instrument and classical assumptions with an error rate of 5%. Based on this study, it can be seen that partially there is a significant influence between interpersonal conflicts on morale and workload also has a significant effect on job satisfaction. Based on the test of the coefficient of determination, it can be seen that the coefficient of determination is 0.691. This means that the independent variables (interpersonal conflict and workload), have an influence percentage of 69.1% while the remaining 30.9% is explained by other variables not included in this study.

This is an open access article under the [CC BY-NC](https://creativecommons.org/licenses/by-nc/4.0/) license.



Corresponding Author:

Hendri Herman,

Management,

Universitas Ibnu Sina Batam

Jl. Teuku Umar, Lubuk Baja Kota, Kec. Lubuk Baja, Kota Batam, Kepulauan Riau 29444, Indonesia

Email : hendrihermanbatam@gmail.com

INTRODUCTION

These human resources are the main capital in planning, organizing, directing and mobilizing the factors that exist in government agencies. Good human resource management is expected to be able to produce a very optimal employee morale for a government agency (Yofandi, 2017). An agency or organization is established with a variety of predetermined goals. The agency's goals can be achieved if management can manage, mobilize and use its human resources, including its human resources, effectively and efficiently, human resources in this case are very important, the agency is an organization consisting of a group of people who work together to achieve goals. which is determined. People who are in an organization itself, both as employees, play an important role for government agency organizations that have goals to be achieved. Every effort in achieving the goals of government agencies cannot be separated from the work achieved by employees.

Employee is the implementation of control that plays an active role in achieving the goals of a government agency. It is the quality of a sustainable employee that must be a top priority in a government agency that cannot be delayed anymore, this quality improvement must begin by

growing and increasing the morale of the employee himself. Now we are faced with the era of globalization and rapid technological advances, so surely in government agencies there can be conflicts and workloads which ultimately lead to competition within companies or in government agencies.

Conflict is a problem that arises due to disagreement between someone who has different opinions. Conflict will occur if a person's wishes or actions can inhibit and hinder his wishes. If conflict has occurred, it will be unavoidable for two reasons, namely first, the moods and preferences of two people are sometimes different. Second, conflict is unavoidable because certain tensions will sooner or later always lead to some greater tension.

Interpersonal conflict is also a conflict related to disputes between two members of the organization and occurs because of individual differences or limitations as well as resources and inappropriate actions between related parties, and in Putu, (2018), states that interpersonal conflict is the simplest conflict. and is the most common conflict that occurs in the workplace. One of the characteristics of interpersonal conflict is the need to pay attention to the joint results of both parties as well as the individual results of each party who has been involved in the conflict in question, Suprihanto (Dewi and Handayani, 2013) explains and states that interpersonal conflict occurs when someone with others are individually incompatible.

In addition to interpersonal conflicts, the workload on employees also affects work morale. This is inseparable from the behavior of employees who always and like to procrastinate existing work, resulting in a buildup of work activities to be completed according to the work plan that has been set. Even employees do not use work time effectively so that work is not realized on time (Dewi and Handayani, 2013).

Munandar (Wibawa, 2016) provides an understanding of workload, which is a condition of work with job descriptions that must be completed within a certain time limit. Workload can be further divided into excessive or too little workload. Workload arises as a result of too many or too few tasks given to the workforce to be completed within a certain time or a predetermined time.

The Bintan Regency Regional Secretariat Office is a government office that does not escape from interpersonal conflicts and workloads that occur. The Secretariat Office has several OPDs or Regional Apparatus Organizations where there are 11 OPDs or these sections are the general section, the people's welfare section, development, government, land, protocol, law, economy, organization, border, communication and informatics, at the Bintan Regency Regional Secretariat office based on the author's observations in the office, the author focuses more on observing one of the OPDs, namely honorary employees in the general department, because the general section of honorary employees is quite a lot from other sections, that's why the author makes the problem boundaries so that they are not too broad to be researched.

Based on the initial findings observed by the author in the general section of the regional secretariat of Bintan Regency, it has been found that interpersonal conflicts or interpersonal conflicts that cause disputes, namely competition between honorary employees who gossip and incite one another between groups, this causes a lot of fellow honorary employees who do not greet each other and sit together in groups. Interpersonal conflicts that also occur include differences regarding additional bonuses, such as for example bonuses given by superiors and bonuses for business trips given by superiors and competition occurs such as pitting each other against fellow co-workers to superiors so that unhealthy competition often occurs in the workplace. this agency, as well as any interpersonal conflicts that have occurred outside of work in the office or personal problems brought to the office. This causes the actual work effectiveness of tasks that can be completed on time and both to be neglected and the performance of honorary employees to be less good, these problems sometimes affect the morale of honorary employees who experience interpersonal conflicts themselves.

The cause of this interpersonal conflict is also due to the accumulation of workload. The workload experienced by honorary employees is where the work delegated by the State Civil

Apparatus (ASN) to honorary employees, examples of delegation given such as making official travel reports so that there is a buildup of tasks. For temporary employees of the regional secretariat of Bintan Regency, this high workload is due to always procrastinating work to be done or carried out, so that there is a buildup of work activities to be completed according to the work plan that has been set, even they do not use their work time effectively, for example less Taking advantage of this time is where honorary employees sometimes linger in one place just to chat, so the work that has been given to the honorary employee is not realized on time.

The interpersonal conflicts that occur affect the morale of honorary employees. The morale of honorary employees has decreased and the work in this section has been neglected. In addition there are some differences regarding the bonuses given and different treatments. According to Riadi (2018), to resolve this interpersonal conflict and workload, the solution must evolve in a wise way.

Interpersonal conflicts and workloads that occur within Government Agencies can still make the workforce or employees feel their own spirit after there is a positive way out of the conflicts that occur and the workload that has accumulated. With the increase in enthusiasm, it is hoped that the workforce in a government agency or other organizational agency can work diligently and correctly so that their productivity is maximized.

RESEARCH METHOD

Quantitative research is research that uses data in the form of numbers or data that is numbered and analysis using statistics (Sugiono, 2015). This research is also to examine certain populations and samples with data collection techniques. Sampling is generally carried out randomly or randomly, data collection, collecting research instruments, quantitative data analysis with the aim of testing initial or predetermined hypotheses. The total population of temporary employees in the General Section of the Regional Secretariat of Bintan Regency is 60 people. The sample in this study are people who are considered to be able to provide answers to the research. According to Arikunto (Lestari, 2017) if the population is less than 100 people, then the total sample is taken, but if the population is greater than 100 people, then 10-15% or 20-25% of the total population can be taken.

Based on this study, because the population is not greater than 100 respondents, the authors take 100% of the total population of honorary employees in the general secretariat of the Bintan Regency, which is as many as 60 respondents. According to Sugiyono (2015) Data collection techniques are the most important step in research because the main purpose of research is to obtain data. In this study, the data processing stage that will be used is data that is carried out after the research data is processed either manually or with the help of a computer.

RESULTS AND DISCUSSIONS

Based on the results of the data analysis carried out, it can be seen that the research instrument testing carried out from the validity and reliability test can be seen that the research instrument with each question from the research variable that all questions are valid where the calculated r value of each question is greater than the r table value. . The reliability testing carried out can also be seen from each variable that the variables in the research are reliable where the calculated alpha value is greater than 0.60 so it can be seen that the testing of research results is reliable.

Furthermore, in this study, classical assumptions were tested with the aim of knowing the extent to which a regression model can be called a good model. The tests carried out in classical assumptions are testing for normality, multicollinearity, heteroscedasticity and autocorrelation where the results of the classical assumption analysis show that the data used in this study are normally distributed so it can be said that the regression model of this study is a good regression model.

The next researcher conducted a multiple linear regression test where from the results of data processing it could be seen that the resulting regression equation was $Y = 63.374 - 0.602X_1 - 0.614X_2$

+ . Based on the value of the regression equation, it can be seen that if there is an increase in interpersonal conflict, it will result in a decrease in morale by 0.602. For the workload variable, it is known that if there is an increase in workload, it will result in a decrease in morale by 0.614. Furthermore, after knowing the regression model, it is possible to test the hypothesis in this study with the aim of knowing the effect of the x variable on the y variable. The discussion can be seen as follows:

The Effect of Interpersonal Conflict on Morale

Interpersonal conflicts in carrying out work often occur if there is no good communication and clear division of tasks from the agency to individual employees. This of course will have an impact on the implementation of tasks that will cause morale to decrease. This can be seen in research where the results of the study can be seen from the results of the Coefficientsa output of the influence of interpersonal conflict obtained tcount of $-4,498 < -2,002$ ttable with a significance value of $0.000 < 0.05$, it can be concluded that based on these two values, it is shown that H_a is accepted and H_o is rejected. It means that partially there is a significant influence between interpersonal conflict on morale. It can be seen that the effect given is a negative influence which means that the influence given by interpersonal conflict if it increases will decrease the morale of the temporary employees of the General Secretariat of the Bintan Regency. From the results of the research conducted, it can be seen that in line with the results of Fahmi's research (2016) where the research results prove that conflict has a negative and significant effect on employee morale where the tcount value of the work conflict variable is 5.189 while the ttable value is known to be 1.9925 so that $tcount > ttable$ with a value of significance $0.000 < 5\%$ (0.05). This means that the work conflict variable partially has a significant effect on work morale.

Communication in carrying out the work really needs to be considered so that there is no misunderstanding of the information conveyed as well as a clear division of tasks in accordance with the rules and regulations that apply to employees. In the General Section of the Regional Secretariat of Bintan Regency, it can be seen that there is an influence between interpersonal conflicts on employee morale, especially honorary employees.

The Effect of Workload on Work Morale

The workload in carrying out work is one aspect that needs to be considered in a government agency. The existence of a high workload will have an impact on employee morale where it can be seen that a high workload will reduce employee morale. From the research conducted, it can be seen that the output coefficient of the effect of workload is obtained tcount of $-3.156 < -2.002$ ttable with a significance value of $0.003 < 0.05$, it can be concluded that based on both values indicate that H_a is accepted and H_o is rejected, which means that there is a partial influence significant relationship between workload and morale. It can be seen that the effect given is a negative influence, which means that the influence given by the workload if it increases will decrease the morale of the temporary employees of the General Section of the Regional Secretariat of Bintan Regency. Based on the results of the study, it can be seen that it is supported by research conducted by (Wahyuliani and Suwandana 2019) where the results of the study prove that workload has a negative and significant effect on employee morale.

It is necessary to pay attention to the General Section of the Bintan Regency Regional Secretariat to be able to carry out dividing the workload of honorary employees according to the field of work they have so that it will provide employee morale because it is in accordance with the field of work carried out by employees, especially honorary employees of the General Section of the Bintan Regency Regional Secretariat.

The Influence of Interpersonal Conflict and Workload on Morale

Based on the results of simultaneous testing, it can be seen that the F_{count} value is $63,856 > F_{table} 3,159$ with a significance of $0.00 < 0.05$ (significant effect) this means H_0 is rejected and H_a is accepted. It can be concluded together that interpersonal conflict and workload have a significant effect on the morale of honorary employees at the General Section of the Regional Secretariat of Bintan Regency. Interpersonal conflict is something that can happen if there is a lack of communication that causes misunderstandings between employees which can affect employee morale. Similarly, the workload is a collection of work that must be completed by employees within a specified time period where this if there is a high workload, it can affect employee morale. This is in line with the results of research where interpersonal conflict and workload can have an influence on employee morale, especially honorary employees at the General Section of the Regional Secretariat of Bintan Regency.

CONCLUSION

The conclusions in this study are as follows: Partially there is a significant influence between interpersonal conflict on work morale. It can be seen that the effect given is a negative influence which means that the influence given by interpersonal conflict if it increases will decrease the morale of the temporary employees of the General Secretariat of the Bintan Regency, partially there is a significant effect between workload on work morale. It can be seen that the effect given is a negative influence, which means that the influence given by the workload if it increases will decrease the morale of the temporary employees of the General Section of the Regional Secretariat of Bintan Regency, from the simultaneous test, it can be seen that H_0 is rejected and H_a is accepted. It can be concluded together that interpersonal conflict and workload have a significant effect on the morale of honorary employees at the General Section of the Regional Secretariat of Bintan Regency, based on the coefficient of determination test, it can be seen that the value of the coefficient of determination is 0.691. This means that the independent variables (interpersonal conflict and workload) have an influence percentage of 69.1% while the remaining 30.9% is explained by other variables not included in this study such as incentives and work environment.

References

- Adnan. 2013. "The Effect of Job Stress on Job Satisfaction and Its Impact." Business tactics 17.
- Arianto, Dwi Agung Nugroho. 2012. "Analysis of Causes and Impacts of Low Teacher Work Spirit at SLB-C Yaspenlub Demak Regency"
- Dewi, Tyas Hapsari, and Agustin Handayani. 2013. "Ability to Manage Interpersonal Conflict Interpersonal Communication And Extrovert Personality Type." Journal of Psychology Undip Vol.12 No.: 32-43.
- Edi Santosa, Budiati candle. 2017. Conflict Management. 1st-9th ed. South stilt.
- Fahmi, Syaifuddin. 2016. "The Effect of Work Stress and Work Conflict on Employee Morale at PT. Omega Mas Pasuruan." Journal of Modernization Economics 3: 107-16.
- Ghozali, Imam. 2013. Multivariate Application With IBM SPSS 21 Program. Destination Edition. Semarang: BP Diponegoro University.
- Hamza. 2012. Theory of Motivation & Its Application in Research. UNY Press.
- Haq, Inam Ul. 2011. "The Impact of Interpersonal Conflict on Job Outcomes: Mediating Role of Perception of Organizational Politics." Procedia - Social and Behavioral Sciences 25: 287-310.
- treasure. 2017. "The Influence of Work Morale, Work Discipline and Supervision on Employee Performance AT Pt. Nusantara V PKS Sei-Intan Rokan Hulu Plantation." JOM Fekom 4.
- Irham. 2014. Organizational Behavior Theory, Applications, And Cases. 2nd ed. Bandung: ALFABETA.
- Kaswan. 2015. Attitudes Of Work From Theory And Implementation To Evidence. 1st ed. Bandung: ALFABETA.
- Lestari, Main. 2017. "The Effect of Interpersonal Conflict and Workload on Work Stress of Employees of PT POS Indonesia (PERSERO) Denpasar Center." E-Journal of Unud Management Vol. 6(2302-8912).
- Prof. Dr. Sugiono. 2017. Quantitative, Qualitative, and R&D Research Methods. 25th ed. Bandung: ALFABETA.
- Putu, Satria. 2018. "The Effect of Interpersonal Conflict, Workload on Work Stress." 7.

- Riadi, Muchlisin. 2018. "Understanding, Dimensions and Measurement of Workloads."
- Setiawan, Dani Praditya. 2016. "The Influence of Workload and Work Environment on Employee Performance of PT. Macanan Jaya Brilliant Klaten - Central Java - Indonesia." *IOSR Journal of Economics and Finance* 3(1): 56.
- Sugiono. 2015. *Management Research Methods*. 3rd ed. Bandung: ALFABETA.
- Sunyoto, and Burhanudin. 2015. *Organizational Behavior Theory*. 1st ed. Yogyakarta: CAPS.
- Sutrisno. 2016. *Human Resource Management*. 1st ed. Jakarta: Kencana prenadamedia group.
- Wahyuliani, Ni Wayan, and Suwandana. 2019. "The Influence of Service Incentives, Leadership and Workload on Employee Morale at Sanjiwani Hospital, Gianyar." *Journal of Equilibrium Management and Business*: 151-60.
- Wibawa, I Made Artha. 2016. "The Effect of Interpersonal Conflict and Regional Workload of Denpasar City." *JOM Fekon* 5(8): 4865-91.
- Yofandi, Ahmad. 2017. "The Influence of Work Conflict, Work Stress, and Work Morale on Employee Performance at PT. Perkebunan Nusantara V (Persero) Pekanbaru." *JOM Fekon*