



Analysis of the Influence of Conflict and Mutations on Employee's Passion

Asep Taufik; Budhi Haryanto

University of Sebelas Maret Surakarta, Indonesia

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Abstract

Excellent human resources are the most important assets for the organization. Human resources in the organizations that have high morale can increase work productivity which also affects organizational performance. Employee passion can be increased with the support of a good environment. A good environment can be formed with minimal conflicts that occur and the mutation process is carried out appropriately. This analysis aimed to examine the various previous literatures that discuss the effects of conflict and mutations on work passion. This analysis used the literature study method which noted previous findings related to conflicts, mutations and morale, and then analyzes them coherently. The results of the literature review show that, 1) there is a negative influence between conflict and morale; 2) there is a positive influence between mutations and employee passion.

Keywords: *Conflict; Mutation; Work Passion; Workload*

Introduction

Human resources are the important factor which supports the achievement of an organization's goals. Human resources become the important assets for an organization to be able to maintain and develop its organization in the midst of the progress of the times. Thus, the organization must have the ability to cultivate and develop existing human resources, so that they can develop according to the needs of the times.

The quality of human resources must continue to be improved considering the important role in the utilization of knowledge, expertise and abilities in moving the organization. This is in accordance with Handoko's statement in Yastini & Agustana, (2018) that the most important resources for an organization include human resources, people who provide their energy, talents, creativity and efforts to the organization. Thus, it clears without the presence of quality human resources, organizational goals will be difficult to achieve.

The progress of time has been change several views and guidelines including in the processing and the development of human resources. The management concept of human resource management in the past which consider the employee as individual now starting to changes, individuals are starting to recognized as the part of the work team in order to improve the employee self-confidence then it can

influence the performance in the organization concerned. One of the important factors affecting the quality of employee performance is the morale of the employees concerned.

According to Yastini & Agustana, (2018) the employees with high passion can be a driving factor in realizing progress and effectiveness of organizational. An organization will not progress without having high passion from its employees, because the employee passion brings the positive effect for performances. Work passion can be interpreted as climate in organization which shows a sense of enthusiasm at work and increases the work productivity. Therefore, the work passion describes the feelings of pleasure of employee while implementing the employee's tasks. The benchmarks of morale can be seen from the satisfaction with the assigned tasks, attendance level, sense of security, and salary (Ambarita & Ridho, 2015).

The employee's passion will show if there are any sense of comfortable which created by the organizational environment. However, the collaboration of several individuals in the organization will certainly shows the new differences which often lead to conflicts that can influence the conformability in the organization environment. The work conflict according to Suryani & Yoga, (2018) is an interaction that arises as a result of a conflict between two or more parties in the work environment due to differences between one's expectations and the existing reality.

A conflict which shows is not resolved properly can have an impact on teamwork and even affect the entirely organization performance. Conflicts generally arise due to a lack of mutual support for each other related to task completion both individually and as a team (Agustina & Sofian, 2019). The employee feels needs to improve the position so they feel the need to show their abilities. This is what is often encountered in the field considering that career path is the most important thing for employees so that a desire to be valued more than other employees is a priority for the employee concerned.

Conflict in the organization is one of the phenomena that cannot be avoided given the diverse backgrounds of individuals who eventually join the organization. Conflicts are also commonly when there is injustice in the division of authority, overlapping positions, and mismatches in the distribution of *job descriptions*. Those can reduce the quality of the employee performance on decreasing the quality of organizational performance. Moreover, it necessary to have openness and consciousnesses from the parties related in order to manage conflict properly, it does not have a bad impact on the organization. Good conflict management can encourage the employee passion because comfort returns due to reduced pressure that was felt before. The effectiveness of conflict management in addition to increasing morale can also spur employee performance to be better.

Increasing employee productivity can achieve in the form of mutation. Implementation of mutations becomes one of the dynamic forms that implements to achieve organizational purpose. Mutation according to Hasibuan in Budiono, Supriyadi, & Putriana, (2019) is a change related with the position or title that implemented horizontally or vertically through promotion or demotion in the organization.

Mutation is implemented with the reason to reduce employee boredom on job and used to improve the motivation and employee work passion (Novika, 2018). However, mutations that are supposed to be used to meet the needs of the field of work in the organization are sometimes seen as a punishment of office due to bad relations between teams or between superiors and subordinates within the organization concerned. Even mutations that implemented mutations performed inappropriately and cause a conflict. The employee will feel uncomfortable and it actually causes a decrease to work passion.

Mutations are basically implemented for improving the achievement of organization until its implementation must be based on an objective assessment of the performance achievements of the organization's employees. Mutations are also expected to increase the opportunities for employee to

further develop the potential. The activity of transferring functions, positions and responsibilities is ultimately expected to increase employee satisfaction which can then affect morale in an organization.

Based on the explanation above, it become the impetus for the researcher to review the conflict and mutation associated with work passion in the organization. This study aimed to examine about the employee work passion that influence by conflict and mutation, then resume it again and can gives the recommendation in order to increase employee passion which has an impact on employee performance directly and organizational performance indirectly.

Methodology

This research used qualitative approach, the method that used in this research is literature study which implemented by recording the previous findings regarding to the variables of conflict, mutation and passion, then combining the existing findings and analyzing these findings coherently and clearly (Sugiyono, 2009).

In this study used data secondary that obtained from several previous literatures. Data collection sources from books and previous research journals. The data analysis method used in this article is a qualitative descriptive analysis technique; this technique was chosen to describe problems related to employee morale which are then reviewed in order to produce relevant input to increase the productivity of an organization.

Result and Discussion

This study combines the results of several previous studies with the variable X_1 conflict and mutation X_2 to analyze the effect on variable Y in the form of morale. The results and discussions related to the research problem as follows:

The influence on employee work passion

The first hypothesis proposed in this article is the conflict has negative influence on employee passion in the organization. It is based on the consequences if the conflict is not resolved properly, which is disruption of smooth relationships between individual members in the organization. Conflict that showed in the organizational activity tends to influence the work atmosphere especially work passion. If this happen continuously, it is will reduce the productivity from the parties which involved in the conflict. This decrease in productivity will also have an impact on decreasing the effectiveness of organizational performance.

The researcher previously by Agustina & Sofian, (2019) showed that conflict (X_1) has negative influence on work passion (Y). The result becomes one of the supporting reviews that the conflict occurs in work of organization continuously will cause reduce employee passion to implementing task and responsibility. Agustina & Sofian, (2019) also conclude that work conflicts in the organization can caused by conflicts between individuals or between groups within in organizations, it causing because not as for the contradiction arises as a result of incompatibility with the differences between one another. The obstacles that often raises a mismatch likewise the lack of communication, the differences between vision and mission or perspectives, differences in status, attitudes and values.

The other result by Fahmi, (2017) that there is a significant negative influence between work conflicts on work passion. Organizations that absorb human resources with different educational backgrounds and expertise are potential for the emergence of new conflicts. The organization that have

large number of members cause high interactions to occur which can then exacerbate differences in perceptions and goals. This causing the relationship tension between organization members that creates uncomfortable while working which leads to work conflicts. According to Fahmi, (2017) work conflict shows by a sense of dissatisfaction on work procedure, complaints about organizational services, injustice over compensation, and excessive workload. This is becoming to reduces the employee passion which disruption of organization performance.

Based on the previous studies related to work passion that influenced by work conflict can be concluded that there is a negative effect of conflict on the employee work performance. The negative relationship between conflicts and work passion shows more increasing conflict that faced, the lower the morale of the employees involved. If the conflicts worsening relationships in organization so it causes in psychological atmosphere for individual that related the conflict until causing the individual passion to decline.

The conflict management plays the important roles for the problem does not spreading and causing the obstacles to the organizational development. It needs to be understood that not all the conflicts have negative effect, because there is the positive effect from the conflict that shows such as the differences of perception then bring up new innovations in work. Considering conflict can show with positive and negative effects so it necessary the ways to good handling and management. Conflict handling is presented by the research of the College of Nurses of Ontario Toronto in Suryani & Yoga, (2018) as follows:

- 1) Policies are implemented by management without tolerance for actions that violate the rules.
- 2) Policies are established without discrimination.
- 3) Leaders and related managers reflect a professional attitude in managing conflict.
- 4) Educate members of the organization regarding communication between individuals or between groups and implement strategies that can relieve work stress in the organization.
- 5) Resolve any conflicts that occur as soon as possible so that the physical work environment remains comfortable and safe.

The effect of work mutation on the work passion

The second hypothesis proposed in this study which is mutation that has positive influences on the employee work passion in the organization. Referring to the statement of Hasibuan in Budiono et al., (2019) shows that the mutation principle transferring employees to the right positions so as to produce high productivity. Thus, mutations carried out correctly can have a positive impact on the organizational atmosphere which then has a direct impact on increasing enthusiasm in carrying out duties and responsibilities.

The research result from Budiono et al., (2019) showed that the mutation has negative influence on work passion. These results indicate that the increasing implementation of a good transfer will be followed by an increase in employee morale in an organization. If the employee mutation is implemented fairly and transparently, a sense of comfort will arise in the organizational environment which triggers a sense of pleasure to work so that it has an impact on increasing morale for work.

The other result research by Ellyzar, Yunus, & Amri, (2017) also showed that there is significant relationship between work mutations and work passion. This means the more improved the more work mutations, the more employee morale will also increase. With work mutation, it is possible to have a better atmosphere renewal so as to increase employee comfort. The mutation can reduce the bored feeling related with the task that too monotonous task. Work in the organization which repetitive tend to lead to

boredom until it become the workload which reducing the employee passion. Thus, mutation become solution for employee passion is maintained.

Yastini & Agustana, (2018) stated that mutation has positive effect on work passion. Each employee has a passion that fluctuates depending on the atmosphere and organization environment. This is due to some employees who feel the workload they carry is not in accordance with their expertise, so there is a decrease in interest and morale which also has an impact on the performance of employees who are concerned. The decreased employee performance can influence the smooth organizational activities. Because of it, mutation needs to implement with notice qualification, skills, interest, knowledge and expertise from the position transferred and human resources transferred.

Based on some research results that has been explained above, the researcher can give the conclusion that work mutation has positive influence on employee work passion. Work mutation needed to reduce employee boredom for jobs that tend to be monotonous. Mutation is implements well became driving a positive work climate in the organization. Mutations must also be carried out by paying attention to the atmosphere and working relationship between employees so that harmony can be created at work.

Employee work passion must be improved or the organization performance can be developed. Mutation is one of the alternatives in increasing employee morale, provided that the transfer must be done appropriately. Mutation is not only implemented to transferring employees from one position to another, expected to refresh the atmosphere so that there is a sense of comfort when working. The reason of mutation must clearly so as not to cause a bad stigma to management. Mutation frequently must be implemented clearly to notice considering turn over employee also causing communication failure which causing new working conflict. Therefore, the accuracy of employee mutations needs to paying attention with notice the employee ability, education background, length of service, job description, procedure and the rules apply, and suitability between the old position and the new position.

Conclusion and Suggestion

Conclusion

Based on the literary review which implemented from this article writing can be concluded as below:

- 1) There is the negative effect between conflicts on the work passion. The negative relationship from the research variables showed that the lower the level of conflict, the more work passion will increase. Thus, morale can be improved by good conflict management.
- 2) There is a positive influence between mutations on work passion. The positive relationship between the variables shows that the more mutations carried out fairly, the employee morale also increases. Thus, morale can be increased by implementing mutations in accordance with proper procedures.

Suggestion

- 1) The management conflict needs to build with strong foundation then can be reduce conflicts that may occur. The organizations need to improve the activities which are family in order to build the harmonious relationship between employees in the organization.
- 2) Mutation can be implementing to reduce boredom while still paying attention to the assessments carried out objectively. Expertise, competence and knowledge must be adjusted between the position being transferred to the human resources to be transferred so that employee passion will emerge that brings a positive contribution to the organization.

- 3) Management needs to make work procedures that are precise, clear and fair so that conflicts can be avoided and mutations can be implemented properly with the hope of creating comfort in work that stimulates enthusiasm and increases employee productivity.

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