Conceptual Model of Conflict Management in Companies as a Causality for Employee Turnover

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Abstract

This research aims to test a conceptual model that explains the relationship between conflict management and employee turnover rates. Conflict management is a crucial factor in the work environment that can influence employee satisfaction, performance and turnover rates. This research considers how to resolve conflict, the challenges if conflict is not resolved, and the relationship between conflict management and employee turnover rates. The results of this research explain that a collaborative approach to conflict management is widely used in resolving conflicts, especially in companies operating in the service sector. It is hoped that the findings from this research can be used as a reference for subsequent researchers in developing human resource management theory and providing practical guidance for organizations in managing conflict so that they can achieve better long-term goals.

Keywords: *Conflict Management; Turnover; Human Resource Management*

Introduction

In everyday relationships between individuals, it is not uncommon for them to run smoothly and well. Likewise, in the world of work, a person has to divide their time between work and family which will create conflict itself. Conflict arises in all types of human relationships and in every social environment. Differences in opinion, perception, thought patterns, culture and other factors influence humans in making decisions so that differences in decisions and actions create incompatibility with each other. Conflict is defined as a dissimilarity of goals or values between two or more parties in a relationship. These differences can be seen from a person's response or can even only be felt by the parties involved. Every action must have a good or bad side. As with conflict, not all conflicts have a bad impact, some also have a good impact, such as being a lesson for the future. For this reason, it is important to understand the basic processes of conflict so that we can maximize productive results and minimize bad results. The need for conflict management implemented by companies to prevent and control conflicts that occur within the organization. Conflict management aims to reduce conflict and increase balance in the work environment.

There is previous research that discusses conflict management, where most of the research is case studies regarding companies operating in the service sector. The intense daily interactions carried out by

employees in the service sector in serving consumers make it easy for conflicts to occur both between employees and superiors. As in Desanti's (2022) research which analyzed conflict management that occurred among technicians within the Pontianak State Polytechnic. As a technician, in carrying out his work, there are many factors that can influence the occurrence of conflict. In another study written by Nurbaeti (2022) who examined conflict management strategies among nurse managers using a collaborative approach in the ER at RSU Additionally, the ER department provides services to patients. High mobility and cooperation from many parties means that disputes often occur between staff. Likewise in Adawiah's (2022) research which examined the influence of conflict management on the work productivity of Soppeng Regency education and culture service employees. Just as government employees in agencies occupy positions that have quite strict requirements to be appointed as civil servants to carry out their assigned duties. In his duties of managing education and culture in Soppeng Regency, he provides services professionally, fairly and honestly in carrying out tasks and development. The qualification specifications for searching for civil servant candidates are quite tough, commensurate with the tasks being carried out. It is hoped that conflicts that are likely to occur frequently can be anticipated by employees and management in the organization or company. Good conflict management will build a conducive work environment and provide opportunities for employees to increase their sense of ownership so that it will build employee performance towards company goals.

A comfortable work environment and a place that supports employees to develop. Employees themselves are an asset for the company, having employees who are competent and in line with the organization will make it easier for the company to achieve common goals. This is also related to the employee turnover rate. Turnover or the feeling of wanting to leave a company is a sign that a company has factors that encourage employees to leave the company. The feeling of wanting to leave the company can result in losses for the company. A low turnover rate means lower employee turnover, meaning that each individual or employee can be retained more and the company can reduce company costs in recruiting employees. Turnover can also affect employee loyalty and reduce organizational performance.

This research aims to find a correlation between the implementation of company conflict management policies and employee turnover rates. Researchers hope that the results of the research can be used by companies to provide calculations for carrying out good conflict management for companies in the future.

Theory Review

Conflict Management

Conflict comes from the Latin verb configere which means to hit each other. One definition of conflict is a form of interaction between individuals or between groups who have different goals or conflict with each other so that they become obstacles to achieving them. Conflict can damage the system and create negative synergies - the production of subsystems working in a unified system is smaller than the total production of each subsystem. This situation triggers uncertainty in achieving organizational goals (Wirawan: 2013).

In a company, various interests will arise brought by individuals or groups which make them the main factor in the emergence of conflict (Rifqi: 2019). Conflict is a form of interaction between individuals or groups who happen to have different goals and are not in line with each other. According to James AF Stoner and Charles Wankel in Wirawan (2010:22), there are five types of conflict, namely intrapersonal conflictWhereA person's conflict with himself, this occurs when a person has two desires that cannot possibly be fulfilled at one time. Interpersonal conflict is a conflict that occurs between someone and another person because of conflicting interests or desires. This often happens because of conflicting interests between two people with different status, position, field of work and so on. Conflict between individuals and groups relates to an individual's way of dealing with pressures to achieve the

goals of a group. For example, an individual is punished because his group does not reach the productivity norms of the group to which that person belongs. Conflict between groups within the same organizationisthe type of conflict that occurs within an organization involving staff with staff in the same organization. Conflict between organizations occurs because there is competition between two organizations as if they want to fight over something. As in developing new products, developing new technology at a lower price but maximizing existing resources.

Conflict can also be said to be a situation where the actions of one party hinder and disrupt the activities of another party which causes losses. In general, it arises because of inequality in certain social contexts and the existence of opposing emotional conflicts, resulting in incompatibility, triggering feelings of anger, distrust, dissatisfaction, fear, rejection, and potentially triggering clashes (Rialmi: 2021). Seeing the definition of conflict above which refers to bad impacts, we need a way to manage conflict so that it has negative impacts in the business and organizational context.

Management is a process where planning, organizing, controlling and implementation is carried out by a group to achieve the goals set by the organization. Conflict management is the steps that will be taken if a conflict occurs to resolve disputes and produce calm, positive, creative, consensual or aggressive (Santoso: 119). Conflict management includes stages of conflict regulation and designing methods carried out by the parties involved in the conflict, with the aim of achieving sustainable goals. Conflict management can also be said to be the process of managing conflict by developing a number of strategies carried out by the parties involved in the conflict to find the desired solution (Bintari: 2018). when conflict can be managed effectively, it can lead to satisfaction with achieved goals, more creative solutions, and increased commitment to the relationship (Roark & Wilkinson: 1979).

Understanding Turnover

In simple terms, turnover can be interpreted as the flow of employees who are recruited and who decide to leave, either resign or be laid off from the company. According to Mathis and Jackson (2008:84) turnover is an event where employees leave an organization or company and someone else has to replace them. The desire to leave to leave another company and the intention to look for another company voluntarily and consciously is turnover intention or the desire to change jobs. Widjaja (2008) explains that turnover intention is the desire to move, not yet reaching the realization stage, namely moving from one workplace to another. Intention to leave is an action based on a feeling of dissatisfaction with work which can trigger a person's desire to leave to look for a new job.

Kasmir (2016) said that employees who decide to leave the company are usually caused by two things, namely being dismissed and quitting of their own accord. Dismissed by the company for several reasons, for example having reached retirement age. Then the company can also be dismissed because the employee has committed an act that is outside the company's authority, such as an act that is detrimental to the company. Fraud, theft, embezzlement of company money can also cause employees to be dishonorably dismissed. It's another thing to stop working of your own accord. The reasons underlying this dismissal also vary, such as a work environment that is not supportive or conducive. The work environment should support employees to develop and of course be a comfortable place.

According to Mobley (2011) explains that there are three indicators of turnover:

a) Thoughts Encouraging You to quit (Thoughts of Quitting)
   There are motivating factors for someone to think about leaving their job or remaining in that work environment. It starts with small things such as a lack of desires or opinions not being listened to by superiors, resulting in a feeling of discomfort and dissatisfaction with the work environment. This encourages a person's thoughts to leave their place of work, resulting in the quality of a person's work being high or low.

b) Desire to Leave (Intention to Quit)

   The desire to leave an organization or company arises because someone often thinks about leaving their current job. If an employee has a high intensity of thinking about leaving, then the employee will start looking for work outside the company that they feel is better.

c) Desire to Look for Another job (Intention to Search for Another Job)

   A more advanced level is when employees initially think about leaving, then little by little a feeling arises that drives the thought of leaving even more so that there is a desire to leave the Company. So in the end someone tries to look for another job. Start searching and comparing which company is better to enter.
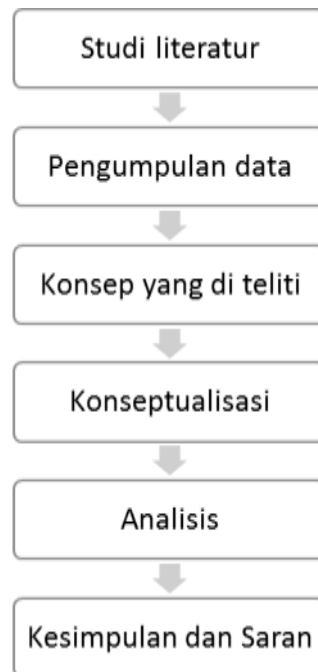
  Harnoto (2002) explains that turnover can be seen from various things related to employee behavior, including: increased absenteeism, lazy work behavior, increased courage to violate work rules, courage to oppose or disagree with superiors, and seriousness in resolving all employee responsibilities that are different from the habits that have been carried out so far.

  Mobley (2011) also explains the impact of turnover on a company, namely increased workload, costs of recruiting new employees, training costs, lost production during the employee turnover process, triggering stress in employees.

Research Methodology

  In this literature study research, the theories and concepts used in compiling the research are systematically described. The literature method is a series of activities related to methods of collecting library data, reading and taking notes, as well as processing research materials (Zed, 2008: 3). We all know that literature study research does not have to go to the field and meet directly with respondents. Library research is carried out only based on written works, including research results. Library searches are not only the first step in preparing a research framework but also utilizing library sources to obtain research data. Apart from data, the supporting components of research in order to be considered scientific require other things such as an introduction, review of the theory used, research methodology, discussion and conclusions.

Systematically, the steps in writing a literature study are as shown in the following picture:

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│   Studi literatur   │
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│  Pengumpulan data   │
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│   Konseptualisasi   │
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│ Kesimpulan dan Saran│
└─────────────────────┘
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Results and Discussion

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┌─────────────────┐                    ┌─────────────────┐
│   Management    │  ───────────▶      │    Turn over    │
│    Conflict     │                    │                 │
└─────────────────┘                    └─────────────────┘
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Based on the picture above, it explains that conflict management has a relationship with turnover according to several previous studies.

a. How to Resolve Conflict

As the owner of a company or organization, have satisfactory work expectations and accept suggestions if errors or discrepancies occur in implementing conflict management. Conflict can be prevented by fulfilling expectations at work, accepting suggestions as long as these hopes and suggestions are still on the verge of being rational and still prioritizing deliberation. According to Desanti (2022), resolving conflict requires understanding the problem and increasing ideas to clarify the problem. How to solve problems can use a compromising style. Where this style consists of good communication, being able to clearly defuse problems and not taking sides, thereby creating compromises. If a compromise has emerged, it will be easy to express an opinion without any disagreement due to differences in perspective in finding the word deliberation. The emergence of a balance point between the desires of both parties will find a solution that can benefit both. Handling conflicts, no matter how small, must be detected immediately so that the conflict can be easily handled. According to Adawiah (2022), managing conflict is expected to reduce pressure that interferes with employee work productivity and resolve conflicts. Healthy competition within a company or organization influences work productivity so that it can increase and organizational goals can be achieved.

Previous research tried to compare the conflict management styles that are dominant in the health sector, where the conflict management styles preferred by employees in the health sector who are relatively mature have the conflict management styles of participating, collaborating, compromising,

avoiding, competing and accommodating. Educational factors and various years of work can also influence managers in determining conflict management styles.

In Robbins and Hunsaker (1996) and De Dreu and Weingart (2003) in an effort to maintain individual performance at work, conflict management strategies are needed through five activities such as avoiding, accommodating, compromising, competing and collaborating. As in Wartini's (2015) research, conflict management has been proven to be able to make a general contribution to the company's teamwork performance. Work harmony, openness in communication, use of appropriate resolution methods and considering work effectiveness and efficiency which supports teamwork which encourages better company performance. Sri also gave suggestions that strategies need to be developed and considered in managing conflict, by adding work ethics variables. This not only takes into account the psychological orientation of employees in their work assignments but also understands the norms that apply at work which ultimately has the effect of increasing employee performance.

Previous research has discussed many opportunities for conflict that occur in companies that sell services such as hospitals, workshops, schools, where in fact there is a lot of interaction between individuals and groups while working. As in Ahmad Muslim's (2014) research which examined interpersonal conflict management in schools. Interpersonal conflict, which can be interpreted as conflict that occurs between individuals and other individuals, often occurs in environments where there is a lot of interaction with other individuals, such as in schools and work environments where people communicate with different people all the time. Prevent the emergence of interpersonal conflict by implementing a collaborative approach where both parties in conflict are required to work together to find solutions that benefit both parties. According to Soetopo (2010) collaboration occurs when both parties care about compromise, are interested in learning, have different perspectives, reach consensus and friendship. The collaboration process requires that those involved have the skills necessary to communicate and work in groups effectively and support efforts such as openness, trust and honesty in identifying problems (Robbins, 2005). The collaborative conflict management style is also an appropriate and integrated conflict management style choice that provides job satisfaction and better working relationships (Lahana et al, 2019).

Muslim (2014) explains that there are two approaches to resolving interpersonal conflicts, namely preventive and curative. Preventive where a conflict can be prevented from occurring by enforcing rules that require individuals to be disciplined and compromise with each other. A curative approach can be said to be resolving conflicts that have already occurred. The procedure for resolving conflict includes four stages, namely conflict stimulation, strategy determination stage, conflict resolution stage and the results achieved. Interpersonal conflict management strategies are designed to be static and dynamic so that the results obtained can be evaluated so that they do not cause detrimental effects.

Factors that influence the choice of how to resolve conflict are level of education, background, age, culture and other things. A person's choice of conflict management style in conflict resolution is influenced by several characteristic factors, both internal and external (Nurbaeti et al, 2022). The level of education between different individuals and other individuals will influence individuals in determining the conflict resolution process. The generational differences that are currently often discussed are that the X generation and the millennial generation have different ways of thinking and also ways of dealing with conflicts that occur. Generation X, who tend to care about mental health, and the millennial generation, who have arguably more experience than Generation

The collaborative conflict management style has been widely recommended in previous research. Supported by accepting conflict calmly, communication that does not prioritize each other's egos, coordinating to mutually support both parties. All elements in the organization have a role to participate in resolving conflicts. Managers and staff can test their potential in acting to find the best solution to resolve conflicts. The role of managers is more important in conflict management in companies or

organizations. The manager has a role as a mediator or mediator if the conflict can no longer be discussed properly between the two conflicting parties. Mediation refers to a conflict management approach that requires a third party to assist disputing parties through negotiation. Basically, any good conflict management process cannot work if communication is still concerned with each other's egos.

b. Challenges If Conflicts Are Not Resolved

According to Desanti (2022) Pontianak State Polytechnic, negative perceptions arise on one side if the conflict is not resolved properly. Views are considered not responsive enough to resolve work-related problems. The impact of conflict in the work environment makes the environment feel uncomfortable, causing employees to think about leaving an environment that makes them uncomfortable. The strained relationships between individuals in the work environment can affect performance and can even disrupt relationships with superiors. The variety of impacts that occur when conflict occurs encourages the need to use constructive management. According to Hendel (2005: 137-147), effective constructive management can result in resolving conflicts using a creative process where the resolution can be carried out together and will unintentionally become a means for the individual and organizational development process in finding solutions to problems that have a good impact on all parties.

If the tension that occurs in conflict is not resolved, it can continue and disrupt good relations at a personal level between groups. Adawiah's research (2022) concluded that optimal conflict management can reduce pressure that interferes with work productivity. If conflicts arise that are not resolved properly, they can affect employee productivity levels. A work environment that is not conducive due to ongoing conflict for both parties reduces employee performance. Disunity due to differences of opinion can divide and result in disharmony in the work team. A comfortable environment can encourage employees to develop themselves and complete their work well. If the work environment is not supportive, employees will feel uncomfortable and reduce their sense of ownership of the company, thereby triggering an increase in absenteeism and a feeling of wanting to leave the company. Over time, divisions can disturb employees psychologically, especially Generation X employees who place great importance on mental health. Unresolved conflicts in a business context can also damage the reputation of individuals and companies and have a negative impact on relationships with customers and business partners. If this happens, the company's reputation can become bad due to poor service from employees. Therefore, the importance of good conflict management is to reduce the negative impact of unresolved conflict.

c. The Impact of Conflict Management on Employee Turnover Rates

Choosing the right conflict management style results in increased staff commitment to continuing to work and feeling comfortable in the work environment (Nurbaeti et al, 2022). The research results show that if managers in a company, for example a hospital, use an appropriate conflict management style, they can reduce employee work stress (Suganda et al, 2022). Soesanto (2019:247-48) explains that there are several factors that cause employee turnover, one of which is environmental factors. Where a relationship can be drawn between choosing the right conflict management style and a good work environment which can reduce employee turnover rates. Employees will feel comfortable and love their work if it is supported by a good environment, a sense of ownership and love for the work and a decrease in the feeling of wanting to leave the job will arise.

Conclusion

Conflict is something that is unavoidable in everyday life. In the work environment, conflicts will continue to occur because of the high level of interaction between employees and superiors. The role of management in resolving conflict is important, there are several methods for resolving conflict, namely: compromise, participation, collaboration, avoidance, competition and accommodation. Previous research

has talked a lot about the most widely used and recommended method, namely collaboration. This method deals with conflict calmly, still prioritizing good communication and putting aside each other's egos, not taking sides and focusing on finding solutions that are beneficial for both parties. There are challenges that arise if conflicts are not resolved well. Unresolved conflict can make the perspective between the two parties who have the conflict become worse towards each other, there can be relationship tensions which can disrupt work, creating a non-conducive work environment. A bad and uncomfortable work environment for employees will over time disrupt employee psychology due to arguments between individuals. In the end, this will disrupt employee performance and will reduce the company's reputation because it provides services that are not optimal. When a company's reputation deteriorates, it increases employees' feelings of wanting to leave, resulting in an increase in employee turnover rates due to working at a company that is viewed badly by society.

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Table 1. Journal Summary

No	Writer	Year	Title	Journal Name	Research purposes	Method Study	Research result
1	Reidha Fitri Nurbaeti, Pinandhika, Soni Roy Kurniawan Hulu	2022	Literature Review: Analysis of Nurse Manager Conflict Management Strategies Using a Collaborative Approach in the ER at RSU X	Indonesian Journal of Nursing Scientific	Analyzing conflict management strategies for nurse managers (room heads) using a collaborative approach in RSU X Room	Literature Review	The application of conflict management strategies to collaborative conflict strategies finds integrative solutions
2	Oktaviyani, Siti Anisyah	2022	Relationship between Conflict Management (Collaboration and Negotiation) of Room Heads with Job Satisfaction of Implementing Nurses at Taman Harapan Baru Hospital in 2022	Journal of Education and Counseling	Knowing the relationship between conflict management and job satisfaction	Quantitative cross sectional	Collaboration and collaboration implemented well by the head of the room will have an impact on the job satisfaction of the acting nurse, while poor conflict management by the head of the room causes dissatisfaction

							with the acting nurse by 46.7% and 53.3% remain satisfied with their work.
3	Andi Adawiah, Mansur, Sahrul	2022	The Influence of Conflict Management on Employee Work Productivity at the Soppeng Regency Education and Culture Service	Mentasi Scientific Journal (Management and Accounting)	Knowing the effect of conflict management on work productivity at the Sopeng Regency education and culture service	Quantitative	Based on simple linear regression analysis, the conflict management variable (X) obtained the following regression analysis equation: Y = 44.066 + 0.656 X + e. The regression equation above shows the influence of conflict management on work productivity.
4	Lut Fika Daru Azmi, Lutfiasih Rahmawati, Mamasoni Masdar, Marsha Yoke Nancy, Mawadah Setya	2020	Interprofessional Conflict Management Methods	Indra Husada Health Journal	Appropriate methods in interprofessional conflict management are one of the right steps in improving interprofessional quality, especially between health workers	Literature Review	Nurses and doctors in managing conflict use an uncooperative and assertive approach, namely avoidance, compared to a constructive strategy, namely collaboration. Several factors influence a person's use of conflict management strategies such as age, emotional intelligence, length of work, gender, level of education, training related

						to conflict management, managerial position and personality so it is recommended to provide interprofessional training and education.
5	Rano Mal Piryani, Suneel Piryani	2018	*Conflict Management in Healthcare*	Journal of Nepal Health research Council	Looking for appropriate methods in conflict management in the world of health	When conflict management is done poorly, it will also have negative impacts. However, with good conflict management, it will have an impact on the strength of streamlined and strong resources.
6	Lilik Nugroho	2021	The Role of Communication in Conflict Management	A-Idza'ah Journal	Communication efforts to reduce conflict through literature review	The main role in development communication has a significant impact on the spirituality process which has implications for peace and other aspects so that it can create harmony in conflict.

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