



The Effect of Communication, Work Environment, and Conflict Management on Performance

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ARTICLE INFO

Keywords:

Communication, Work Environment, Conflict Management, Performance.

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ABSTRACT

This study aims to determine the effect of communication, work environment, and conflict management on the performance of English teachers in public and private high schools in West Jakarta I. The data used in this study are primary data by distributing questionnaires to 40 respondents using census techniques. The analysis model used is multiple linear regression using the SPSS 24.0 analysis tool. The results showed that communication had a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I. The work environment had a positive but insignificant effect on the performance of English teachers in public and private high schools in West Jakarta I. Conflict management had a positive and significant effect on performance. English teachers at public and private high schools in West Jakarta I. Communication, work environment, and conflict management have a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I.

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1. Introduction

Communication is very important for all school functions because operational and management systems are driven by communication. Schools must be able to cover the activities of teachers in learning activities. The purpose of communication itself is to equalize perceptions or understandings between teachers, students, and the principal. With the establishment of effective communication, it is hoped that it can improve teacher performance in daily learning activities.

Performance is the most important factor that every teacher must have at work and in achieving educational goals. To be able to improve teacher performance, we need a work environment that is comfortable, safe, passionate, and an open attitude between fellow teachers. Because with a conducive work environment, teachers are expected to be able to carry out their duties properly so that it has an impact on increasing organizational performance.

Regarding conflict management, in carrying out learning activities the teacher has, of course, experienced conflicts, both with teachers, students, and with the principal. Every teacher in conflict, of course, expects a good solution from the teacher himself and most importantly the active role of the principal. If this conflict situation is left without proper management it will have a negative impact on teacher work motivation and performance.

Teachers who lack passion for carrying out their duties can result in unsuccessful goals to be achieved. This is caused by various factors, one of which is performance. Mangkunegara (2008) defines performance as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Employee performance is influenced by various factors, including communication, work environment, conflict management, and work motivation (Dwiningsih, 2007).

Research related to communication, work environment, conflict management, and performance includes research by Mursini (2012) which states that the performance of Unimed lecturers can be improved through communication program-level leaders, motivation, and team effectiveness. Research from Roslina and Suryanti (n.d) found conflict management contributed significantly to employee motivation and performance at PT. Atheron International. Furthermore, research from Yusuf (2014) found that leadership, communication, work motivation, and employee discipline can have an influence on the performance of PT. Komatsu Remanufacturing Asia Plant Sudirman in Balikpapan Production Department.

To improve the performance of English teachers at Public and Private Senior High Schools in West Jakarta I, the school management in West Jakarta I have tried to create effective communication, a conducive work environment, and effective conflict management as well. Communication is a major factor in organizations. There is almost no aspect of the organization that



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does not involve communication. Likewise, English teachers at Public and Private Senior High Schools in West Jakarta I, in their learning activities, communication plays an important role that must be considered so that the educational goals to educate the nation's children can be achieved optimally. In addition, Public and Private SMA in West Jakarta I must also be able to create a conducive work environment for teachers and carry out good conflict management so that the conflicts experienced by teachers can be submerged and become a positive direction.

Based on the theory and phenomena that the researcher has described, there is interest and desire of researchers to carry out research and deeper studies with the title "The Effect of Communication, Work Environment, and Conflict Management on Performance".

2. Methods

The type of research that the author uses in this research is quantitative research with an associative approach which aims to determine the effect or relationship of an independent variable on the dependent or dependent variable so that it can be seen the magnitude of the influence and its close relationship (Anwar, 2014). The population in this study was 40 English teachers in public and private high schools in West Jakarta I. The research sample was taken using census techniques, where the entire population was sampled in this study. The data collection technique used a questionnaire with a Likert scale of 5-1. The analytical tool used is SPSS 24.0.

The model used in this research is the multiple linear regression analysis models. The equation for multiple linear regression analysis is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \dots\dots\dots 1)$$

Information:

- Y = Performance
- X₁ = Communication
- X₂ = Work Environment
- X₃ = Conflict Management
- a = Konstanta
- b = Koefisien Regresi
- e = Error

Hypothesis testing using t-test (partial testing) and F-test (simultaneous testing). The research model used can be seen in the following figure:

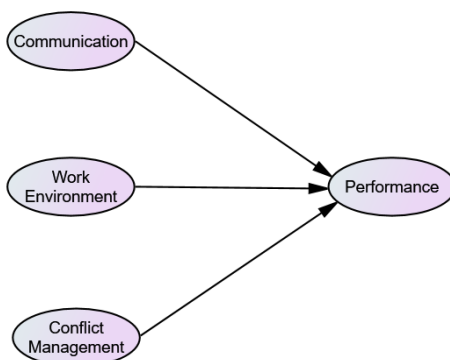


Fig 1. Research Model

3. Results and Analysis

3.1 Research Result

a) Respondent Characteristics

Based on the results of the analysis, it was found that the number of male respondents was 11 people and the number of female respondents was 29 people. Furthermore, based on the level of education, English teachers in Public and Private Senior High Schools in West Jakarta I are dominated by graduates of S1 English and S1 of English Education. With a rank III-a as many as 11 people and rank III-b as many as 17 people. With age <40 years there were 9 people, aged 40-50 years as many as 17 people, and aged > 50 years as many as 14 people.



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b) Uji Validitas dan Reliabilitas

Table 1
Validity Test

	Item-Total Statistics		Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	Scale Mean if Item Deleted	Scale Variance if Item Deleted		
Communication1	74.6250	72.548	.627	.936
communication2	74.6750	72.738	.642	.936
communication3	74.6750	71.610	.705	.935
Communication4	74.6000	74.810	.495	.938
Communication5	74.5000	72.923	.650	.936
Workenvironment1	74.7000	71.292	.684	.935
Workenvironment2	74.5500	71.946	.669	.936
Workenvironment3	74.6250	73.420	.586	.937
Workenvironment4	74.4750	72.461	.613	.937
Workenvironment5	74.6500	72.233	.650	.936
Conflictmanagement1	74.5250	74.051	.515	.938
Conflictmanagement2	74.6000	72.297	.615	.937
Conflictmanagement3	74.6500	72.849	.590	.937
Conflictmanagement4	74.6500	71.721	.615	.937
Conflictmanagement5	74.4250	71.635	.636	.936
Performance1	74.6750	72.840	.584	.937
Performance2	74.5500	72.921	.620	.936
Performance3	74.4500	71.228	.659	.936
Performance4	74.4750	70.102	.745	.934
Performance5	74.5250	71.230	.661	.936
Performance6	74.4000	71.990	.662	.936

Based on the results of data analysis with $n = 40$, the Corrected item-total Correlation value is greater than 0.300. Thus it can be concluded that all items in the communication, work environment, conflict management, and performance variables are valid. Therefore the research indicators can be used to measure the research variables.

Table 2
Reliability Test

Cronbach's Alpha	N of Items
.939	21

The results of the SPSS output show that the Cronbach's Alpha value of all communication, work environment, conflict management, and performance variables is 0.939, greater than 0.60, so it can be concluded that the statements that have been presented to respondents are reliable or are said to be reliable.

c) Classic Assumption Test

Testing for normality in this study used a histogram graph analysis P-P plot.

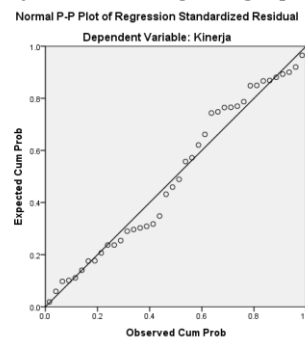


Fig 2. P-Plot Test

Based on Figure 2, it can be seen that the points of the Normal P-P Plot of Regression Standardized Residual approaching the line or data distribution tend to form a straight line. This indicates that the data is normally distributed.



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Furthermore, based on the results of data processing using SPSS 24, the Tolerance and VIF values can be seen that communication, work environment, and conflict management have a Tolerance value > 0.1 and a VIF value < 10, so it can be concluded that between independent variables (communication, work environment), conflict management) multicollinearity symptoms do not occur.

Table 3.
Multikolinearitas Test Result

Collinearity Statistics	
Tolerance	VIF
.540	1.851
.474	2.109
.589	1.698

Furthermore, in this study, the method used to detect heteroscedasticity symptoms was using a graph plot.

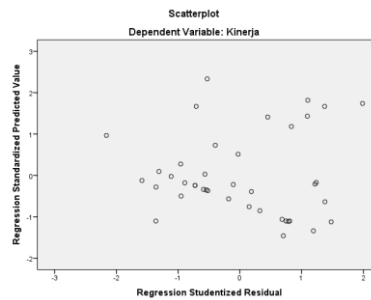


Fig 3. Scatterplot Heteroskedastisitas Test

Based on Figure 3 shows that this regression model is free from heteroscedasticity problems, in other words: the variables to be tested in this study are homoscedasticity.

d) Multiple Linear Regression Test

Multiple linear regression aims to calculate the influence of two or more independent variables on one dependent variable and predict the dependent variable by using two or more independent variables. The formula for multiple regression analysis is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e \dots\dots\dots 2)$$

Table 4
Multiple Linier Regression Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.062	.372		-.167	.868		
1 Communication	.553	.124	.506	4.471	.000	.540	1.851
Work Environment	.233	.121	.234	1.936	.061	.474	2.109
Conflict Management	.254	.106	.261	2.404	.021	.589	1.698

a. Dependent Variable: Performance

Based on the results of the multiple linear regression analysis above, the equation results are obtained:

$$Y = -0,062 + 0,553 X_1 + 0,233 X_2 + 0,254 X_3$$

The interpretation of the multiple linear regression equation is:

- 1) If everything in the independent variables is considered zero then the performance will be -0.062.
- 2) If there is an increase in communication by 1 (one) unit, then the performance will increase by 0.553 or 55.3%.
- 3) If there is an increase in the work environment by 1 (one) unit, then the performance will increase by 0.233 or 23.3%.
- 4) If there is an increase in conflict management by 1 (one) unit, then the performance will increase by 0.254 or 25.4%.

3.2 Discussion

a) t Test

Based on Table 4 above, it can be explained that the t value equation and the significance value for the influence of the independent variable on the dependent variable are as follows:



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- 1) The communication variable has a coefficient value of t value = 4.471 at significant = 0.000.
- 2) The work environment variable has a coefficient value of t value = 1.936 at significant = 0.061.
- 3) The variable of conflict management has a coefficient value of t value = 2.404 at significant = 0.021.

In this study, the sample size was n = 40 respondents so that the t table coefficient value = 2.024 at significant 0.05. Thus it can be concluded that:

- 1) Communication has a positive and significant effect on performance (the coefficient value of t count < t table, 4.471 > 2.024 at significant 0.000 < 0.05). Then the previous hypothesis (H1) is accepted. It can be concluded that communication has a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I.
- 2) The work environment has a positive but insignificant effect on performance (the coefficient value of t count < t table, 1.936 < 2.024 at significant 0.061 > 0.05). Then the previous hypothesis (H2) is rejected. It can be concluded that the work environment has a positive but not significant effect on the performance of English teachers in public and private high schools in West Jakarta I.
- 3) Conflict management has a positive and significant effect on performance (the coefficient value of t count > t table, 2.404 > 2.024 at significant 0.021 < 0.05). Then the previous hypothesis (H3) is accepted. It can be concluded that conflict management has a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I.

b) F Test

Simultaneous tests are carried out to determine joint communication, work environment, and conflict management on performance. The simultaneous test results can be seen in the following table:

Table 5.
F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.175	3	2.392	36.176	.000 ^b
	Residual	2.380	36	.066		
	Total	9.555	39			

a. Dependent Variable: Performance
b. Predictors: (Constant), Communication, Work Environment, Conflict Management

It can be seen from the simultaneous test results in the table above that the coefficient value on F count = 36.176 at a significant 0.00. The number of samples in this study were n = 40 respondents where df (1) = n - k = 40 - 4 = 36, then the coefficient value of F table = 2.866 at 0.05 was significant. Thus it can be concluded that communication, work environment, and conflict management together (simultaneously) have a positive and significant effect on performance, with the F coefficient value calculated > F table 36.176 > 2.866 at significant 0.00 < 0.05. Then the hypothesis (H4) which states that communication, work environment, and conflict management have a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I can be accepted.

3.3 Coefficient of Determination

The determination test is carried out to determine the ability of the independent variables (communication, work environment, and conflict management) to explain the dependent variable (performance). Following are the results of the determination test:

Table 6.
Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.867 ^a	.751	.730	.25712

a. Predictors: (Constant), Communication, Work Environment, Dan Conflict Management
b. Dependent Variable: Performance

Based on Table 6 above, it can be seen that the adjusted R Square number is 0.730, which means that the ability to explain communication, work environment, and conflict management on performance is 73%. While the remaining 27% is explained by other factors or variables outside the model, such as work motivation factors, work discipline, compensation, and others.



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4. Conclusion

Based on the results of the research and discussion that has been done, the following conclusions can be drawn:

- a) Communication has a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I.
- b) The work environment has a positive but insignificant effect on the performance of English teachers in public and private high schools in West Jakarta I.
- c) Conflict management has a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I.
- d) Communication, work environment, and conflict management have a positive and significant effect on the performance of English teachers in public and private high schools in West Jakarta I.

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