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# Effect of Conflict Management together Occupational Health and Safety on Work Productivity through Work Motivation at PT. Karya Muda Nasional in Mandailing Natal Regency

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**Abstract:** *The purpose of this research is to analyze effect of conflict management together occupational health and safety on work productivity through work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency. This research is a causal research with a quantitative approach. Population in this study are employees of PT. Karya Muda Nasional, totaling 80 employees. This study uses a saturated sample, namely all employees of PT. Karya Muda Nasional is sampled in this study as many as 80 employees. Data collection method used is using questionnaire, interview, and documentation study. The data analysis method uses structural equation modeling in partial least squares. The results of the study show that conflict management has a negative and insignificant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Occupational health and safety has a positive and significant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Conflict management has a negative and insignificant effect on work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency. Occupational health and safety has a positive and significant effect on work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation has a positive and significant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation can mediate effect of conflict management on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation can mediate effect of occupational health and safety on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency.*

**Keywords:** *Conflict Management, Occupational Health and Safety, Work Motivation, Work Productivity.*



## **1. INTRODUCTION**

The success of an organization is certainly influenced by the work productivity of its employees. Employees are human resources capable of planning, managing, driving the course of company and organizational strategy. For this reason, every company always tries to increase employee productivity in achieving predetermined organizational goals. Human resources need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the organization. This balance is the main key for the company to develop productively.

According to Hulu (2021) work productivity is the final result of an employee's work activity in the company or organization which can be reflected in the output produced both in terms of quantity and quality. A company or organization which is usually expressed as the ratio of the output achieved to the human resources used. It can be seen that the importance of human resources and productivity in determining the success of a goal.

The COVID-19 pandemic has put a lot of pressure on construction industry players in Indonesia. One of the construction companies is PT. Karya Muda Nasional (KMN) is an experienced construction company working on national projects. PT. Karya Muda Nasional consists of 9 divisions namely, general division, drainage division, earthwork and geosynthetic division, grain work and cement concrete pavement division, asphalt pavement division, structure division, bridge rehabilitation division, daily work division and other works and division productivity performance maintenance work.

The success or failure of a construction project depends on the effectiveness of resource management, so the contractor must know the productivity level of each workforce. This is very necessary to monitor what happens to a project due to the use and utilization of labor. Providing the number of workers more than required by the company. Employee productivity at PT. Karya Muda Nasional with a total production capacity of 50 tons per hour to meet the needs and time efficiency of road paving work with a minimum production per day of 250 tons.

Conflict is a condition where there is a discrepancy in goals and the emergence of various conflicting behaviors, both within individuals, groups and organizations (Robbin and Timothy, 2015). This is influenced by differences of opinion, incompatibilities and the presence of other symptoms that cause the two to contradict each other. Attitudes like this can provide two things, namely an increase in the work productivity of employees because they compete with each other to show good performance within the organization. Conversely, when this happens, there is a decrease in employee productivity. Therefore, conflict management is needed in overcoming and improving employee relationships with superiors and fellow employees to maintain and increase the company's work productivity.

Conflict management can be interpreted as a process of action and reaction taken by conflict actors or third parties in a rational and balanced manner, with the aim of controlling the situation and conditions of disputes that occur between parties. Management can be measured through work coordination, motivation, ability and fair policies. With conflict



management within the company, it is able to unite differences in employee opinions which will affect the work of the employees themselves.

In the world of construction is very competitive and very rapid development. Domestic competition has its own challenges for contracting companies to keep abreast of the changing times. In participating in this competition, it is very necessary to have ideas and innovations to maintain customer satisfaction and increase the welfare of its employees which is thus important for companies to increase productivity, one of which is through the provision of occupational health and safety programs for all employees, especially in the field section with the hope of providing stimulus and Motivate the employee to work more productively. Adjusting the two aspects so that they can run as expected, the company also needs to implement management disciplines as an effort to increase productivity.

Occupational health and safety is a condition in which a person will work optimally if given a good stimulus, namely maintaining the safety and health of employees and not thinking that he can get sick or get an accident if he works in that place (Prabowo et al., 2018). A good work environment must apply occupational health and safety to ensure the security and safety of workers to prevent accidents and work-related illnesses so that it will create work passion, so that productivity and work performance increase. Research conducted by Ambari (2021) stated that the variables of occupational safety and health had a negative and significant effect on employee productivity.

There were 60% of employees who stated that the work equipment used was in usable condition, but 40% of employees stated that work equipment that was not suitable for use, for example trucks, cement mixers, shovels and others. 76% of employees stated that machines that were being repaired were always marked, but 24% of employees felt that the machines were not fully marked and sometimes they still had to be used. 40% of employees stated that before starting work they always had their health checked by the medical team, but 60% of employees stated that they had not or had never had a health check beforehand, employees who came to work just went straight to work and there was no health check. 32% of employees stated that employees always checked their health regularly, but 68% of employees stated that they never checked their health regularly, if they were sick they just went to the clinic to ask for medicine and be treated. After recovering, never check regularly.

Another equally important factor is motivation. Lack of motivation towards employees can result in decreased work productivity of employees. Motivation is the factors that direct and encourage a person's behavior or desire to carry out an activity which is expressed in the form of hard effort. Work motivation is the provision of driving force that creates a person's enthusiasm for work, so that they want to work together, work effectively and are integrated with all resources by employees as a consequence of their status as an employee who contributes to the company. In this case, the opportunity given by the company to develop the ability and willingness to work in order to achieve maximum work productivity is not always utilized by employees as well as possible because not every employee has sufficient motivation to carry out the task.



The purpose of this research is to analyze effect of conflict management together occupational health and safety on work productivity through work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency.

## **2. RESEARCH METHODS**

This research is a causal research with a quantitative approach. The purpose of this research is to explain the nature of a situation or subject to be investigated, which is carried out based on the collection and analysis of quantitative data and statistical tests (Sugiyono, 2017). This study also intends to explain the position of the variables studied and the relationship between one variable and another (Ansori, 2020).

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions (Emzir, 2011). Based on the explanation previously stated, population in this study are employees of PT. Karya Muda Nasional, totaling 80 employees. Sample is part of a number of characteristics possessed by the population (Martha and Kresno, 2017). This study uses a saturated sample, namely all employees of PT. Karya Muda Nasional is sampled in this study as many as 80 employees.

Data collection method used is using questionnaire, interview, and documentation study. Questionnaire is distributing a list of questions or statements to be filled out by respondents in this study. Interview is a type of data collection in which the researcher asks questions orally to certain parties to obtain the necessary information. Documentation study is collecting data from books, scientific writings, magazines, and the internet that are relevant to research (Hardani et al., 2020).

The data analysis method uses structural equation modeling in partial least squares. Structural equation modeling describes the relationship between observed and latent variables in various theoretical model forms, which results in quantitative testing of the researcher's hypothesis (Ghozali, 2015). Basically, structural equation modeling explains how a set of indicators explain constructs and how each construct interacts with each other. The partial least square method has its own advantages, namely the data does not have to be normally distributed multivariate (indicators with categorical, ordinal, interval to ratio scales can be used in the same model) and the sample size does not have to be large. In the partial least square structural model, the relationship between latent variables is called the inner model, while measurement (which is reflexive or formative) is called the outer model.

## **3. RESULTS**

### **Description of Research Object**

Company PT. Karya Muda Nasional is a company engaged in national construction services, qualifying for medium-sized businesses under the auspices of the Association of Indonesian National Construction Executors (GAPENSI). PT. Karya Muda Nasional has also



received international certificates ISO 9001:2015, ISO 14001:2015, OHSAS 18001:2007 and SMK3 certification from the Indonesian Ministry of Manpower. Experienced in carrying out various types of construction projects. All projects are carried out with the achievement of quality and time in accordance with stakeholder expectations. PT. Karya Muda Nasional stepped up and followed the share of the national construction services market by making many breakthroughs and improving performance and innovation, working on projects in the construction sector, including buildings, housing, roads, bridges, and airports.

PT. Karya Muda Nasional as a company engaged in construction services is very aware of the risk of non-compliance that may occur in each of its business activities, where this can directly affect service users, employees or workers, the community, the environment and the quality of the products to be produced. Therefore, with integrated and controlled performance in carrying out its business processes, PT. Karya Muda Nasional strives to always increase awareness of all relevant functions within the company regarding the implementation of quality management systems, occupational safety and health, and sustainable management of the work environment.

The vision of PT. Karya Muda Nasional is to become a trusted partner in the national infrastructure industry. Mission of PT. Karya Muda Nasional:

1. Prioritizing sustainable, quality, and environmentally sound growth.
2. Providing added value to stakeholders through innovation and technology.
3. Providing a place for superior human resources to work, be creative, and grow together based on values and culture.

### **Characteristics of Respondents**

According to the characteristics of the respondents based on gender, it can be seen that 65 (81%) are male and 15 (19%) are female. This shows that male respondents dominate compared to women. This is due to the need for PT. Karya Muda Nasional to have many male employees who are in line with construction needs, namely hard work in the field which requires more men than women.

the majority of respondents are aged 21-30 years, with the number of employees reaching 40% to 32 people, and even at the age of 31-40 years the percentage of employees is 30 people is 33%, aged 41-50 years is as much as 21 people with a percentage of 27%. In this case, the employees working at PT. Karya Muda Nasional are of productive age and this construction company works all day in the field, so it requires a strong physique and high morale.

the majority of respondents are in the 1-5 year working age range of 58 employees with a percentage of 72.5%, the 6-10 year working span is 15 employees with a percentage of 18.75% and the length of work > 10 years is 7 employees with a percentage of 8.75%.

The majority of respondents' recent education is high school with 55 employees with an employee percentage of 68.7%, while undergraduate employees are 23 employees with a percentage of 28.7% and Masters degree education are 2 employees with a percentage of



2.5%. The large number of employees with high school education backgrounds are employees assigned to work in the field.

**Hypothesis Test**

Path coefficient values and p values for testing the significance of the direct effect and indirect effect.

Table 1. Path Coefficients (Direct Effect)

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ((O/STDEV))</b>	<b>P Values</b>
<b>Conflict Management -&gt;Work Productivity</b>	-0.289	0.060	0.431	0.671	<b>0.503</b>
<b>Occupational Health and Safety -&gt;Work Productivity</b>	0.598	0.613	0.097	6.172	<b>0.000</b>
<b>Conflict Management -&gt;Work Motivation</b>	-0.172	-0.029	0.343	0.502	<b>0.616</b>
<b>Occupational Health and Safety -&gt;Work Motivation</b>	0.312	0.283	0.116	2.697	<b>0.007</b>
<b>Work Motivation -&gt;Work Productivity</b>	0.412	0.059	0.363	1.136	<b>0.008</b>

Source: PLS Output (2023)

Table 2. Path Coefficients (Indirect Effect)

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ((O/STDEV))</b>	<b>P Values</b>
<b>Conflict Management -&gt;Work Motivation -&gt;Work</b>	0.246	0.028	0.228	1.081	<b>0.028</b>



<b>Productivity</b>					
<b>Occupational Health and Safety</b>					
->Work Motivation	0.129	0.026	0.114	1.131	<b>0.025</b>
->Work Productivity					

Source: PLS Output (2023)

The results of the study show that conflict management has a negative and insignificant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Occupational health and safety has a positive and significant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Conflict management has a negative and insignificant effect on work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency. Occupational health and safety has a positive and significant effect on work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation has a positive and significant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation can mediate effect of conflict management on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation can mediate effect of occupational health and safety on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency.

#### 4. CONCLUSION AND SUGGESTION

The results of the study show that conflict management has a negative and insignificant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Occupational health and safety has a positive and significant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Conflict management has a negative and insignificant effect on work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency. Occupational health and safety has a positive and significant effect on work motivation at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation has a positive and significant effect on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation can mediate effect of conflict management on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency. Work motivation can mediate effect of occupational health and safety on work productivity at PT. Karya Muda Nasional in Mandailing Natal Regency.

Based on the results of the research, the researchers provide suggestions in the hope of providing input for the progress and development of PT. Karya Muda Nasional, namely:

1. For the Company

Selection of the right employees, in this case PT. Karya Muda Nasional can carry out the recruitment process based on employee abilities and not accept employees based on kinship.



That way the work will be productive and always check the availability of raw materials to the desired construction site. And fostering a sense of caring for fellow employees so that they are always awake and protected from objects that can be dangerous.

#### 2. For Employees

Employees must continue to improve professionalism in order to get bonuses at work. This will trigger employee motivation to continue to improve professionalism. And employees must pay attention to the stock of goods available at the construction site so that the work continues and maximizes results.

#### 3. For Further Researchers

Should expand research so that more complete information is obtained about other factors that are not examined.

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