

Analysis of Work Conflict and its Impact on Employee Productivity of PT Riau Sakti United Plantations Coconut Plantation on Bird Island

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ABSTRAK

This study aims to determine the influence of work conflict on the productivity of employees of PT Riau Sakti United Plantations Coconut Plantations on Bird Island. The research uses a quantitative approach with an associative type of research. The research population is all employees of the production, administration, and field sections totaling 300 people. The sampling technique used the Slovin method with an error rate of 5%, so that a sample of 171 respondents was obtained. Data analysis was carried out using the SPSS program through simple linear regression. The results of the study show that work conflicts have a negative and significant effect on employee productivity, which means that the higher the level of work conflict, the higher the level of employee productivity, the more employee productivity tends to decrease.

INTRODUCTION

Work conflict is a common phenomenon in organizations, especially in large companies with a high level of dependency between employees. In the context of plantations, operational activities such as harvesting, fertilizing, and coconut care require intensive team coordination. This condition often causes differences of opinion, interests, and even tension between individuals.

PT Riau Sakti United Plantations (RSUP) is one of the large plantation companies in Indragiri Hilir Regency engaged in coconut production and processing. Heavy work activities and strict production targets often cause psychological stress and conflict between employees and between employees and superiors.

Table 1. Annual Productivity Data of PT. RSUP in 2022-2024

Year	Target	Realization	Description
2022	100%	92%	Productivity is stable, conflict has not been seen as significant
2023	100%	86%	Complaints between divisions increased, coordination began to weaken
2024	100%	81%	Conflict is more pronounced, stress & burnout is increasing, turnover is rising

Source : Based on the 2002-2004 Annual Productivity Data Summary

Based on productivity data from 2022 to 2024, the phenomenon of conflicts that occur at PT RSUP generally originate from several problems that often arise in the work environment. One of the main triggers is the imbalance in the division of tasks between production, packaging, and quality control (QC) departments, where some employees feel they have a heavier workload than others. In addition, the difference in shift schedules is also a source of complaints because it is considered disproportionate, especially when there is an increase in working hours to meet production targets that change suddenly. Coordination between divisions is also often hampered, for example when the production department is late in completing the process, resulting in a work queue for the next part. Delays in submitting reports from certain divisions and differences in interests between production and QC in determining quality standards also increase the potential for conflict. The accumulation of these sources of conflict leads to increased tension between parts, lowers morale, increases stress levels, and has an impact on the overall decline in company productivity.

Work conflict is an almost inevitable phenomenon in every organization. In plantation companies such as PT RSUP, cross-division work dynamics, production pressures, and complex management systems often cause interpersonal and structural friction. If complaints arise regarding the division of tasks, schedules, and coordination between divisions, then the conflict is structural-organizational. That is, it is not just a personal issue, but comes from the work design, procedures, and pressure of the target. Conflicts that are common in similar companies usually arise from several sources:

1. Unclear Roles and Responsibilities
Role ambiguity often leads to conflict between employees and direct employers, especially when work instructions are inconsistent or fickling. It also triggers friction between the production part and the packaging part due to the task boundaries that are not always clear.
2. Tension Between Parts due to Different Targets
Conflicts arise between the production division and the quality control (QC) division when the output target to be achieved is not in line with the quality standards that must be met. This difference in targets causes mutual blame when there is a delay in the process.
3. High Work Pressure
The pressure to meet production targets often creates conflicts between operational staff and supervisors, especially when workloads increase beyond ideal capabilities but are still required to meet high performance standards.
4. Poor Communication and Coordination
Weak communication triggers misunderstandings between the production, warehouse, and packaging divisions, for example regarding shift changes, daily task divisions, or information on changes in work schedules that are received late by certain departments.
5. Reward System and Evaluation That Is Considered Unfair
In this aspect, conflicts usually arise between employees and management or between employees when there are differences in perceptions regarding performance appraisals, incentives, and promotions that are considered non-transparent.
6. Individual Conflicts between Managers/Supervisors
Personal conflicts often occur between division managers or supervisors between departments when there are differences in decisions, leadership styles, or work arrangements that impact each subordinate. Conflicts at this level usually spill over into the staff below.

If conflicts are not managed properly, the impact can be seen directly in a decrease in work productivity. Conflicts between departments cause coordination to be ineffective, resulting in bottlenecked workflows and longer task completion times than operational standards. Tension between employees also lowers concentration levels, increases work errors, and slows down the decision-making process. When work relationships deteriorate, certain groups or divisions tend to withhold information, be reluctant to collaborate, or work *slow-down* so that the output produced is not optimal. In addition, work motivation decreases as employees feel uncomfortable, stress increases, and commitment to work weakens. In the long term, this condition has an impact on the decrease in the quality of work results, an increase in the number of defective products, and an increase in the workload of other divisions that must make corrections or improvements.

However, work conflicts that arise within PT RSUP need serious attention because they have the potential to affect the achievement of work realization targets that have been set by the company. Differences in interests, workload, and unclear roles and coordination between departments can cause conflicts that if not handled properly, risk reducing employee productivity. On the other hand, appropriate and constructive conflict handling is expected to be able to improve the work system, strengthen communication between departments, and increase the effectiveness of employee work in achieving organizational targets. Therefore, this research is important to analyze the form of work conflict that occurs at PT RSUP, its handling mechanism, and its influence on the level of employee productivity in supporting the achievement of the company's realization target.

LITERATUR REVIEW

Work Conflict

Work conflict is an inseparable phenomenon from organizational life because it involves interactions between individuals and groups with different backgrounds of interests, values, and perceptions. Conflicts arise when there are differences of views or perceived interests that can hinder the achievement of work goals, both at the individual, group, or organizational level as a whole.

According to Robbins in Julvia (2016), work conflict is an interaction process that occurs when one party feels that the other party has negatively influenced or potentially affected something that is in their interest. Indicators of work conflict according to Robbins include the perception of threats to certain interests, the belief that other parties exert a negative influence, the emergence of tension in work interactions, the emergence of emotional reactions such as dissatisfaction, and the existence of conflicts of interest that are not in line. In line with this view, David L. Austin in Neupane (2022) states that work conflict occurs when there is a difference in views or goals between two or more parties that encourage each party to maintain its position and interests. Indicators of labor conflict, according to Austin, include differences of views, differences in goals and interests, efforts to maintain opinions, competition in influencing decisions, and increasing tensions between parties.

Mangkunegara in Aprilia et al. (2022) defines work conflict as differences of opinion or disagreement between individuals and groups in an organization caused by differences in goals, interests, values, or perceptions. Indicators of work conflict according to Mangkunegara are shown through differences of opinion between individuals or groups, disagreements in goals in work or organizations, differences in interests that trigger conflicts, differences in values adhered to, and differences in perceptions of work situations or processes. This view is reinforced by Riadi in Hendriani and Arr (2024) who view work conflict as a mismatch of goals, values, interests, and perspectives in the organization. Indicators of work conflict, according to Riadi, include differences in work objectives, differences in work values or principles, differences in interests in decision-making, differences in perceptions of work policies or procedures, as well as the emergence of tensions, interpersonal conflicts, and disputes that hinder work interactions.

Furthermore, Kasmawati et al. (2024) define work conflict as a mismatch between two or more members of an organization that arises due to differences of opinion, competition, or unclear division of duties. Indicators of work conflict according to Kasmawati et al. include differences of opinion between members of the organization, the emergence of competition between individuals and groups in the implementation of tasks, as well as unclear division of tasks that cause confusion, overlapping authority, and misunderstandings in work.

Robbins in Julvia (2016) also stated that work conflicts can be classified into intrapersonal conflicts, interpersonal conflicts, and intergroup conflicts. Meanwhile, Gibson, Ivancevich, and Donnelly in Maretna et al. (2023) explain that work conflicts are influenced by several causative factors, including differences in goals and interests, less effective communication, limited resources, differences in values and perceptions, and unfair leadership styles and managerial systems. Handoko in Silaen et al. (2022) emphasized that work conflicts have two sides, namely positive and negative impacts, where functionally managed conflicts can increase creativity, innovation, and the quality of problem-solving, while unmanaged conflicts can cause prolonged tension and negatively impact employee productivity.

Work Productivity

Work productivity is an important concept in organizations related to the ability of individuals and groups to produce outputs effectively and efficiently in accordance with established standards. Productivity not only reflects the work achieved, but also describes how resources are used optimally in the work process.

According to Azan et al. (2014), work productivity is a person's ability to produce goods or services effectively and efficiently according to determined standards, which emphasizes the relationship between output and input. Indicators of work productivity according to Azan et al., which refer to the Sinungan view, include work effectiveness, work efficiency, and the achievement of optimal work results. In line with that, Ratnasari (2021) defines productivity as a comparison between the results achieved and all the resources used. According to Ratnasari, work productivity indicators are reflected in employee ability, work motivation, work ethic, and the level of discipline in carrying out work.

Sedarmayanti and Rahadian (2018) view work productivity as a mental attitude that is always oriented towards improving work results in a sustainable manner, with an emphasis on initiative, willingness to develop, and work spirit. Indicators of work productivity according to Sedarmayanti and Rahadian include punctuality in completing work, the quality of work results, the level of responsibility, and the ability to cooperate in a team. Furthermore, Puryana and Okta (2021) explained that work productivity is an integration between the effectiveness and efficiency of the use of labor in producing output. Work productivity indicators according to Puryana and Okta are reflected in the quality of human resources which include knowledge and skills, working conditions, company management systems, leadership, and work relationships which include conflict, communication, and teamwork.

Meanwhile, Sukaesih Kurniati and Fidowaty (2017) stated that work productivity is the ability of individuals or groups to achieve performance based on predetermined work standards. Indicators of work productivity according to Sukaesih Kurniati and Fidowaty include the quantity of work results, the quality of work results, and timeliness in completing tasks.

Previous Research

Yofandi's research (2017) shows that interpersonal conflicts reduce work motivation and cause a 30% decrease in productivity in the plantation sector in Pekanbaru. A similar finding was put forward by Kaddafik (2021) who found that horizontal conflicts between employees at PT GSM reduced productivity by up to 25% due to poor communication and differences in interests. Harahap (2020) also found that role conflicts increase work stress and significantly decrease productivity ($r = -0.68$) in the plantation industry in Riau. Wulandari, et al. (2024) emphasized that work conflicts have a negative impact on performance, although job satisfaction can mediate this influence. Furthermore, Panggabean (2019) found that high levels of conflict cause a decrease in productivity of up to 40% in the government work environment. Oktarina, et al. (2019) also showed that vertical conflicts between superiors and subordinates are the main factors in the decline in productivity and organizational commitment in large companies in Riau. Meanwhile, Listyanto (2023) found that conflicts due to imbalances in workload have a significant negative effect on employee productivity in Jepara public agencies.

Research Hypothesis

Based on the theoretical foundation that has been described, the hypothesis in this study is "*It is suspected that work conflicts have a significant effect on employee productivity at PT Riau Sakti United Plantations Coconut Plantations on Bird Island.*"

Conceptual Framework

The framework of thought in this study was compiled to describe the relationship between the variables of work conflict as an independent variable (X) and employee productivity as a dependent variable (Y). The relationship can be seen in Figure 1 below:

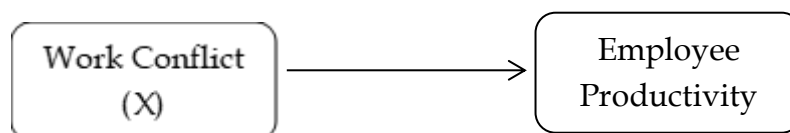


Figure 1. Conceptual Framework

METHODHOLOGY

Types and Approaches to Research

This study uses a quantitative approach with the type of associative research. The quantitative approach was chosen because this study aims to analyze the relationship between two variables, namely work conflict (X) and employee productivity (Y), using numerical data obtained through questionnaires.

Research Location and Time

This research was carried out at PT Riau Sakti United Plantations, one of the coconut plantation companies located in Indragiri Hilir Regency, Riau Province. The research was carried out for 5 months, starting from November 2025 to March 2026, including the initial observation stage, questionnaire distribution, data collection, and analysis of results.

Population and Sample

The population in this study is all employees of the production, administration, and field department of PT Riau Sakti United Plantations which totals 300 people.

The sampling technique uses the Slovin method with an error rate (e) of 5%, so that the sample size is obtained as follows:

$$n = \frac{N}{1 + N(e)^2} = \frac{300}{1 + 300 (5\%)^2} = 171,4 \approx 171 \text{ responden}$$

Description :

- n = Number of Respondents
- N = Number of Employees
- e = error rate using the Slovin method

Data Collection Techniques

The data collection method is carried out through:

1. Questionnaire (questionnaire) with a Likert scale of 1-5, to measure the level of work conflict and employee productivity.
2. Structured interviews, to obtain supporting data regarding working conditions and the causes of conflicts.
3. Documentation, in the form of attendance reports, production reports, and employee performance records.

Data Types and Sources

The data used consisted of:

1. Primary data, namely data obtained directly from the results of distributing questionnaires to respondents and brief interviews with company management.
2. Secondary data, namely data obtained from company documents, productivity reports, literature, as well as journals and books relevant to the research topic.

Research Variables

1. Independent variable (X): Work conflict, which is measured based on indicators of differences of views, differences in goals and interests, efforts to defend opinions, competition in influencing decisions, and increasing tensions between parties.
2. Dependent variable (Y): Employee productivity, which is measured through indicators of employee ability, work motivation, work ethic, and level of discipline in carrying out work.

Variable Operational Definition

Work conflict (X) in this study is measured through five main indicators according to David L. Austin in Neupane (2022), namely differences of views, differences in goals and interests, efforts to defend opinions, competition in influencing decisions, and increasing tensions between parties. The five indicators were measured using several statements compiled in a questionnaire with a Likert scale to find out the level of work conflict felt by employees.

On the other hand, employee productivity (Y) in this study is measured based on the indicators stated by Ratnasari (2021), which include employee ability, work motivation, work ethic, and level of discipline in carrying out work. Each of these indicators was measured through several statements compiled in a questionnaire using the Likert scale.

Data Analysis Tools and Techniques

The data analysis in this study uses statistical analysis methods with the help of SPSS software. The analysis technique used aims to determine the influence of Work Conflict on Employee Productivity of PT Riau Sakti United Plantations Coconut Plantation on Bird Island. The stages of data analysis in this study include:

1. Validity Test, used to measure the extent to which a research instrument is able to reveal what should be measured.
2. Reliability Test, used to determine the level of consistency of research instruments.
3. The Normality Test is carried out to find out whether the research data is distributed normally.
4. The Linearity Test aims to find out whether or not there is a strong relationship between variables.
5. The Heteroscedasticity test, is used to find out whether there is a residual variance inequality in the regression model.

6. Simple Linear Regression Analysis, used to determine the influence of Work Conflict on Employee Productivity.
7. The t-test (Partial), used to determine the influence of independent variables on dependent variables.
8. Coefficient of Determination (R^2), used to determine the magnitude of the contribution of independent variables in explaining the variation of dependent variables.

Research Instruments

The main instrument used was a closed questionnaire with 27 statements:

1. The variable of work conflict (X) was measured through 15 statement items compiled based on indicators of differences of views, differences in goals and interests, efforts to maintain opinions, competition in influencing decisions, and increasing tensions between parties.
2. The employee productivity variable (Y) was measured through 12 statement items developed based on indicators of employee ability, work motivation, work ethic, and level of discipline in carrying out work.

RESEARCH RESULTS

Validity Test

Table 2. Validity Test

No	Variabel	Item	r count	R table	Description
1	Work Conflict	Item 1	0,670	0.1262	Valid
		Item 2	0,726	0.1262	Valid
		Item 3	0,732	0.1262	Valid
		Item 4	0,733	0.1262	Valid
		Item 5	0,733	0.1262	Valid
		Item 6	0,728	0.1262	Valid
		Item 7	0,704	0.1262	Valid
		Item 8	0,776	0.1262	Valid
		Item 9	0,733	0.1262	Valid
		Item 10	0,748	0.1262	Valid
		Item 11	0,712	0.1262	Valid
		Item 12	0,743	0.1262	Valid
		Item 13	0,713	0.1262	Valid
		Item 14	0,747	0.1262	Valid
		Item 15	0,781	0.1262	Valid
2	Employee Productivity	Item 1	0,731	0.1262	Valid
		Item 2	0,741	0.1262	Valid
		Item 3	0,751	0.1262	Valid
		Item 4	0,763	0.1262	Valid
		Item 5	0,732	0.1262	Valid
		Item 6	0,790	0.1262	Valid
		Item 7	0,795	0.1262	Valid
		Item 8	0,704	0.1262	Valid
		Item 9	0,780	0.1262	Valid

	Item 10	0,774	0.1262	Valid
	Item 11	0,797	0.1262	Valid
	Item 12	0,752	0.1262	Valid

Source: SPSS Data Processing Output (2026)

From testing the validity of the research variables with each item, the value of r is calculated > r table, so that the entire research variable is valid.

Reliability Test

Table 3. Reliability Test of Work Conflict Variables

Reliability Statistics

Cronbach's Alpha	N of Items
,938	15

Source: SPSS Data Processing Output (2026)

Based on the results of the reliability test presented in table 3, it is stated that the Work Conflict variable has an Alpha Cronbach value of 0.939. So, the measure of Alpha's stability in the reliable category.

Table 4. Employee Productivity Variable Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
,933	12

Source: SPSS Data Processing Output (2026)

Based on the results of the reliability test presented in table 4, it is stated that the Employee Productivity variable has an Alpha Cronbach value of 0.933. So, the measure of Alpha's stability in the reliable category.

Normality Test

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		171
Normal Parameters	Mean	,0000000
	Std. Deviation	6,00686467
Most Extreme Differences	Absolute	,052
	Positive	,052
	Negative	-,048
Test Statistic		,052
Asymp. Sig. (2-tailed)		,200
a. Test distribution is Normal. b. Calculated from data. c. Lilliefors Significance Correction. d. This is a lower bound of the true significance.		

Source: SPSS Data Processing Output (2026)

Based on the results of the test, it is stated that the data is normally distributed with an Asymp value. Sig (2 tailed) is 0.200 where the significance value is greater than 0.05.

Linearity Test

Table 6. Linearity Test ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
PK _T OT AL *	Between Groups	(Combined)	1996,286	33	60,494	1,640	,026
		Linearity	916,982	1	916,982	24,853	,000
		Deviation from Linearity	1079,304	32	33,728	,914	,603
KK _T OT AL	Within Groups		5054,708	137	36,896		
	Total		7050,994	170			

Source: SPSS Data Processing Output (2026)

Based on the results of the linearity test above, it is stated that there is a linear relationship between independent variables and dependent variables because the sig deviation from linearity value is 0.603 > 0.05.

Heteroscedasticity Test

Table 7. Uji Heteroskedastisitas Glesjer Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	6,781	1,967		3,448	,001
	KK_TOTAL	-,039	,037	-,080	-1,050	,295

a. Dependent Variable: Abs_RES

Source: SPSS Data Processing Output (2026)

Based on the Glycegger Heteroscedasticity Test presented in table 7 above, it is stated that the regression model used is free from heterokedasticity, because the sig value of the Work Conflict variable is 0.295 > 0.05.

Simple Linear Regression Equation

Table 8. Output Simple Linear Regression Coefficients Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,829	3,225		12,969	,000
	KK_TOTAL	-,306	,061	-,361	-5,026	,000

a. Dependent Variable: PK_TOTAL

Source: SPSS Data Processing Output (2026)

The simple linear regression equation formed is as follows:

$$Y = 41,829 - 0,306X$$

Description:

Y = Employee Productivity

X = Work Conflict

The equation shows that a constant value of 41.829 states that if the Work Conflict is zero, then Employee Productivity has a value of 41.829. The regression coefficient of Work Conflict of -0.306 shows that Work Conflict has a negative effect on Employee Productivity. Every increase in one unit of Work Conflict will decrease Employee Productivity by 0.306 units.

T test (Partial)

Tabel 9. T test (Partial) Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41,829	3,225		12,969	,000
	KK_TOTAL	-,306	,061	-,361	-5,026	,000

a. Dependent Variable: PK_TOTAL

Source: SPSS Data Processing Output (2026)

The formula in finding t table is: Value $\alpha / 2 = 0.05 / 2 = 0.025$, while Degree of Freedom (df) = $n - 2 = 171 - 2 = 169$.

The value of 0.025 : 169 then we look at the distribution of the t-value of the table, then the t-value of the table is 1.974.

Because the calculated t-value of the Work Conflict variable is $-5.026 > 1.974$, Work Conflict has a negative and significant effect on Employee Productivity.

Coefficient of Determination (R²)

Table 10. R Square Coefficient Determination Summary Model Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,361 ^a	,130	,125	6,02461

a. Predictors: (Constant), KK_TOTAL

Source: SPSS Data Processing Output (2026)

Based on table 10, the Adjusted R Square value is 0.125. This shows that the Work Conflict variable is able to explain the variation in the change in the Employee Productivity variable by 12.5%, while the remaining 87.5% is influenced by other factors outside this research model that were not studied.

DISCUSSION

The Effect of Labor Conflict on Employee Productivity of PT Riau Sakti United Plantations Coconut Plantations on Bird Island

Based on the results of simple linear regression analysis, the regression equation $Y=41.829-0.306X$ was obtained. This equation shows that work conflicts have a negative influence on employee productivity. This means that an increase in work conflicts in the organizational environment tends to be followed by a decrease in employee productivity levels. These results indicate that work conditions that are colored by conflicts, both conflicts between individuals and conflicts between work departments, can hinder employees in achieving optimal performance.

A work conflict regression coefficient of -0.306 indicates that every single unit increase in work conflict will decrease employee productivity by 0.306 units, assuming other factors outside the model are considered constant. These findings reinforce the view that poorly managed work conflicts can create tension, reduce work focus, and disrupt cooperation between employees, which ultimately leads to decreased productivity.

The results of the t-test showed that the t-value of -5.026 was greater than the t-table of 1.974, and supported by a significance value of $0.000 < 0.05$. Thus, work conflicts have been proven to have a negative and significant effect on employee productivity. This significance shows that the influence of work conflict on productivity does not occur by chance, but has a strong statistical basis.

The findings of this study are in line with the theory of organizational behavior which states that dysfunctional work conflicts can reduce individual and group performance. Protracted conflicts can trigger work stress, lower motivation, and hinder effective communication in the workplace. In the context of the company, these conditions have the potential to cause delays in job completion, decreased quality of work results, and low employee morale.

Furthermore, based on the results of the determination coefficient, an Adjusted R Square value of 0.125 was obtained, which means that work conflicts were only able to explain 12.5% of the variation in changes in employee productivity. Meanwhile, the remaining 87.5% were influenced by other factors outside of this research model. These factors can be in the form of work motivation, leadership, work environment, workload, compensation, and personal factors of employees that were not examined in this study.

The relatively low value of the determination coefficient shows that employee productivity is a complex variable and is influenced by many aspects. However, work conflicts still have a significant role in employee productivity, so they need to get serious attention from management. Proper conflict management, such as through effective communication, deliberative problem resolution, and clear division of tasks, is expected to minimize the negative impact of labor

conflicts on employee productivity. This indicates that the hypothesis that Work Conflict has a significant effect on Employee Productivity is accepted.

CONCLUSION AND RECOMENDATIONS

Based on the results of the research and discussion, it can be concluded that work conflicts have a negative and significant effect on the productivity of employees of PT Riau Sakti United Plantations Coconut Plantation on Bird Island, which means that the higher the work conflict, the more employee productivity tends to decrease.

1. The management of PT Riau Sakti United Plantations Coconut Plantation on Bird Island is advised to improve efforts to manage labor conflicts more effectively, including through increasing open communication, affirming the division of duties and responsibilities, and resolving conflicts through deliberation. With good conflict management, it is hoped that it can minimize the negative impact of work conflicts on employee productivity.
2. Employees are expected to improve their professional attitude at work, maintain harmonious working relationships, and prioritize teamwork in completing tasks. Mutual respect and the ability to control emotions in the face of disagreements can help reduce work conflicts and support increased productivity.
3. Researchers are then advised to add other variables that have the potential to affect employee productivity, such as work motivation, leadership, work environment, compensation, or workload, and use more diverse research methods in order to obtain more comprehensive research results.

ADVANCED RESEARCH

Further research is suggested to add other variables that have the potential to affect employee productivity, such as work motivation, leadership, work environment, job satisfaction, and workload, so as to provide a more comprehensive picture of the factors that affect employee productivity.

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