

THE INFLUENCE OF CONFLICT AND OCCUPATIONAL HEALTH AND SAFETY ON WORK PRODUCTIVITY THROUGH MOTIVATION AT PT. KARYA MUDA NASIONAL IN MANDAILING NATAL

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ABSTRACT

This study aims to analyze the low productivity of employees over the past 3 years, improper work equipment, absence of medical checks before carrying out work, incomplete attributes for working in the field and absence of old age insurance for employees. The type of research used in this research is associative research. The population in this study were PT Karya Muda Nasional employees with 80 respondents as the sample. Data collection methods used are using questionnaires, interviews and documentation studies. The data analysis method uses Structural Equation Modeling in Partial Least Square. The results of this study found that conflict has a negative and insignificant effect on employee productivity,

Keywords: *Conflict, Occupational Health and Safety, Motivation and Employee 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 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.

conflict management. There are 60% of employees who say they do not want to meet with conflict partners to find solutions, employees tend to be silent and avoid meeting conflict partners to avoid conflict. While 40% of employees said they wanted to meet with conflict opponents to find a solution. As many as 52% of employees feel they don't listen well to ideas conveyed by conflict opponents, this will of course become a prolonged conflict if not handled properly. 48% of employees feel like listening carefully to ideas conveyed by conflict opponents.

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

Indah Annisa, Prihatin Lumbanraja, Yeni Absah

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 (K3) programs for all employees, especially in the field section with the hope of being able to provide 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. Phenomenon problems that often occur to employees of PT. Karya Muda Nasional is about health, employees who are around construction projects often underestimate health. In this case, employees often do not wear personal protective equipment while working, even though the company manager has reminded employees to wear masks when paving roads or breaking stones or activities related to projects, as a result, in the short term, employees often cough and have a headache when operate heavy equipment. Karya Muda Nasional is about health, employees who are around construction projects often underestimate health. In this case, employees often do not wear personal protective equipment while working, even though the company manager has reminded employees to wear masks when paving roads or breaking stones or activities related to projects, as a result, in the short term, employees often cough and have a headache when operate heavy equipment.

2. LITERATURE REVIEW

2.1. Employee Productivity

Definition of Employee Productivity

According to Sutrisno (2018) productivity is the relationship between output (goods or services) and input (employees, materials and money). Productivity is a measure of productive efficiency. A comparison between output and input results. Input is often limited by labor, while output is measured in physical terms, form and value. Productivity is a comparison between the production results achieved by employees and all the resources used by the company to carry out production activities in a certain time unit (Prabowo, 2018). Productivity can also be called a comparison between input and output with the work results obtained based on the process of employee activities within the organization for the workload given to Upstream employees (2021).

According to Sedarmayanti (2017) productivity is how to produce or increase the results of goods and services as high as possible by utilizing human resources efficiently. Therefore productivity is often interpreted as the ratio between output and input in a certain unit. According to the National Productivity Council (DPN), productivity is a mental attitude that always holds the view that today's quality of life must be better than yesterday and tomorrow must be better than today. The main aspects that need to be reviewed in ensuring high productivity are the ability of workforce management, aspects of workforce efficiency and aspects of work environment conditions. The productivity of the company consists of the productivity of machines or equipment and the productivity of human resources, in this case, namely labor or employees.

Based on the opinions of several experts above, the researchers concluded that employee productivity is an activity that gives rise to benefits for the success of a project or product in terms of job responsibilities assigned to employees within a certain time. Productivity is the ratio between production that can be produced with overall enthusiasm and satisfaction that can be obtained with the sacrifices made by employees.

Factors Affecting Employee Productivity

In an effort to increase employee work productivity, there are factors that affect employee work productivity within the company. Many factors can affect the work productivity of employees both related to employees and factors related to the corporate environment and government policies as a whole. These factors are as follows:

1. Conflict factors, which are squabbles, disputes and conflicts between employees or incompatibility of conditions felt by employees due to obstacles in communication, differences in goals and attitudes and dependency on work activities can be one of the factors that affect employee performance.
2. Occupational health and safety factors are factors that affect employee performance as an effort to create a healthy and safe work environment, so as to reduce the possibility of work or illness due to negligence which results in demotivation and work productivity deficiencies.
3. Motivational factor, is a stimulus or stimulus for each employee to work in carrying out their duties. With good motivation, employees will feel happy and enthusiastic at work resulting in development and growth as well as employee productivity.

2.2. Work Conflict

Definition of Work Conflict

According to Hulu (2021) conflict is a difference of opinion between one employee and another employee, where this condition is used to increase the productivity of the employees themselves within the company. According to Hariyono (2021) conflict is how organizations can organize and manage conflicts that occur in a more positive direction such as increasing discipline, achievement and competition between employees. According to Rusdiana (2015) conflict management is the art of managing and managing conflict in organizations so that it becomes functional and beneficial for increasing the productivity of companies and organizations.

Based on the opinions of several experts regarding conflict, it can be concluded that conflict management is a guide in organizing, managing and resolving conflicts that exist between employees and employees at superiors so that they can be useful in increasing the productivity of companies and organizations.

2.3. Occupational Safety and Health (K3)

Swastika (2021) occupational safety and health (K3) is a program made by workers and employers as an effort to prevent work-related accidents and work-related diseases by identifying things that have the potential to cause work-related accidents and diseases as well as anticipatory actions in the event of work-related accidents and diseases .

3. RESEARCH METHOD

3.1. Type of Research

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. The variables connected in this study are the independent variables, namely conflict management (X1) and safety and health (X2), the dependent variable, namely motivation (Z), and the intervening variable, namely employee productivity (Y).

3.2. Place and Time of Research

This research was conducted at PT. National Young Work Jalan Lancat, Lingga Bayu, Mandailing Natal Regency, North Sumatra 22988. The time of this research starts from September 2022 – December 2022.

3.3. Operational Limitations

To avoid a discussion that is not directed and results in an inaccurate target expected, then the next step the author needs to limit the issues discussed, only to:

1. The independent variables are conflict management (X1) and occupational safety and health (K3) (X2).
2. The dependent variable is employee productivity (Y)
3. The moderating variable is motivation (Z)

3.4. Variable Operationalization

To explain the variables referred to in this study, it is necessary to define operational variables for each variable as an effort to understand the research. Operational definition is a definition given to a variable by giving the meaning of justifying the activity or an operation needed to measure that variable. The operational definitions of variables in this study include:

1. The independent variable (X) is the variable that influences or is the cause of the change or the emergence of the dependent (dependent) variable, consisting of:
 - a. Conflict(X1), conflict is a condition where there is a discrepancy in goals and the emergence of various contradictory behaviors, both within individuals, groups and organizations.
 - b. Occupational Health (K3) (X2) 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.

3.5. Variable Measurement Scale

The measurement of the indicator variables in this study uses a Likert scale, namely by compiling questions or statements in which each item is given a range of scores on a Likert scale. According to Sugiyono (2017) the Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena. With a Likert scale, the variables to be measured are translated into variable indicators. Guidelines for scoring as follows:

Table 3.2
Interval Scale Instrument

No.	Question	Score
1.	Strongly agree	5
2.	Agree	4
3.	Disagree	3
4.	Don't agree	2
5.	Strongly Disagree	1

Source: Sugiyono (2017)

Each respondent's answer has a score which will later obtain the average value of the score. The average value obtained will be adjusted to the range score that has been calculated to find out the description of the statement items. The range score that has been calculated can be seen in Table 3.3 below:

Table 3.3
Range Score

No.	Range	Information
1.	1.0 – 1.80	Very bad
2.	1.81 – 2.60	Bad
3.	2.61 – 3.40	Currently
4.	3.41 – 4.20	Good
5.	4.21 – 5.00	Very good

3.7. Population and Sample

Population

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions (Sugiyono, 2017). Based on the explanation previously stated, the population in this study were employees of PT. Karya Muda Nasional, totaling 80 people.

Sample

According to Sugiyono (2017), the sample is part of a number of characteristics possessed by the population. This study used a saturated sample, namely all PT employees were sampled in this survey. PT. Karya Muda Nasional as many as 80 employees.

4. RESULTS AND DISCUSSION

4.1. Research 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 GAPENSI (Indonesian Association of National Construction Implementers). 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.

Organizational structure



Figure 4.1
Organizational Structure of PT Karya Muda Nasional

4.2.Descriptive Statistical Analysis

Descriptive statistical analysis in this survey was a survey that was distributed to 80 respondents who were responded to by employees of PT Karya Muda Nasional. Variable X1 has 6 questions, variable X2 has 14 questions, variable Z has 11 questions, and variable Y has 6 questions in this study.

Analysis of Respondent Characteristics

Table 4.1

Characteristics of Respondents Based on Gender

Gender	Number of people	Percentage %
Man	65	81
Woman	15	19
Amount	80	100

Source: Research Results, 2023 (Data processed)

From Table 4.1, which is the characteristics of respondents based on gender, shows 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.

Table 4.2
Characteristics of Respondents by Age

Age	Number of people	Percentage %
21-30 Years	32	40
31-40 Years	27	33
41-50 Year	21	27
Amount	80	100

Source: Research Results, 2021 (Data processed)

Table 4.2 shows that the majority of respondents are aged 21-30 years, with the number of employees reaching 40% up 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 many as 21 people with a percentage of 27%. In this case, the employees who work at PT Karya Muda Nasional are of productive age and this construction company works all day in the field so that it requires a strong physique and tends to have high enthusiasm for work.

Table 4.3
Characteristics of Respondents Based on Length of Work

Length of work	Number of people	Percentage %
1-5 Years	58	72.5
6-10 Years	15	18.75
>10 Years	7	8.75
Amount	80	100

Source: Research Results, 2023 (Data processed)

Table 4.3 shows that the majority of respondents are in the 1-5 year working range of 58 employees with a percentage of 72.5%, the 6-10 year working span is 15 employees with a 18.75% percentage and the working duration > 10 years is 7 employees with a percentage of 8.75%.

Table 4.4
Characteristics of Respondents Based on Education

Education	Number of people	Percentage %
SENIOR HIGH SCHOOL	55	68,7
S1	23	28,7
S2	2	2,5
Amount	80	100

Source: Research Results, 2023 (Data processed)

Table 4.4 shows that the majority of the respondents' recent education was high school with 55 employees with a percentage of employees of 68.7%, while undergraduate employees were 23 employees with a percentage of 28.7% and Masters degree education were 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.

4.3. Distribution of Respondents' Answers to Research Variables

The distribution of the respondents' answers describes how the respondents responded to the statements given by the researcher in the form of a questionnaire. In the following you can see the distribution of answers regarding the Conflict variable (X1), Occupational Safety and Health

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Indah Annisa, Prihatin Lumbanraja, Yeni Absah

variables (X2), Motivation (Z) and Employee Productivity (Y). Frequency can be seen in the table as follows:

1. Distribution of Respondents' Answers to Conflict Variables (X1)

The results of the questionnaire answers obtained from 80 employees for the Conflict variable in Table 4.5 are as follows:

- a. Analysis of the frequency of respondents' responses to statement 1 (I have the same goals as co-workers) stated that 97.5% of employee answers stated that the majority of employees stated that they had the same goals as co-workers. However, as many as 2.5% of employees feel they do not have the same goals because they often have different views on every problem encountered in the field. The average value of statement 1 is 4.65 which means that it strongly agrees which can be concluded that the majority of employees have the same goals as other colleagues.

5. CONCLUSIONS AND SUGGESTIONS

5.1. CONCLUSION

Based on the results of the study it can be concluded that:

1. The first hypothesis (H1) which states that the conflict variable has a negative and insignificant effect on the productivity of employees of PT Karya Muda Nasional. Conflict is proven to have a negative and insignificant effect on employee productivity. This is of course marked by the better the perception of conflict, the higher the productivity of employees.
2. The second hypothesis (H2) which states the variables of occupational health and safety has a positive and significant influence on the productivity of employees of PT Karya Muda Nasional. This indicates that the higher the occupational health and safety, the higher the productivity of employees.
3. The third hypothesis (H3) which states the conflict variable has a negative and insignificant effect on employee motivation at PT Karya Muda Nasional. Conflict is proven to have a negative and insignificant effect on motivation. This indicates that the higher the conflict, the lower the employee productivity.
4. The fourth hypothesis (H4) which states occupational health and safety has a positive and significant influence on employee motivation at PT Karya Muda Nasional. Occupational health and safety has proven to have a positive and significant effect on motivation. This indicates that the higher the occupational health and safety, the higher the employee motivation.
5. The fifth hypothesis (H5) which states that motivational variables have a positive and significant influence on the productivity of employees of PT Karya Muda Nasional. Motivation is proven to have a positive and significant effect on employee productivity. This indicates that motivation can be a mediating variable in looking at the factors that cause employee productivity.

5.2. RECOMMENDATION

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

1. **For Companies**

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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THE INFLUENCE OF CONFLICT AND OCCUPATIONAL HEALTH AND SAFETY ON WORK PRODUCTIVITY THROUGH MOTIVATION AT PT. KARYA MUDA NASIONAL IN MANDAILING NATAL

Indah Annisa, Prihatin Lumbanraja, Yeni Absah

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