

Conflict Management As A Moderating Role On The Effect Of Individual Characteristics And Organizational Communication On Teacher Performance

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ABSTRACT

This study aims to determine the effect of Individual Characteristics and Organizational Communication on Teacher's Performance and the role of Conflict Management as a moderating variable. The population in this study were all educators who worked at SMK Muhammadiyah 03 Singosari. The sampling technique used in this research is Disproportionate Stratified Random Sampling with 55 respondents. And the data is processed through the Smart Partial Least Square (PLS) software. The results of this study indicate that a better individual characteristics may enhance individual performance, as well as better organizational communication may enhance individual performance. It was also found in this study that conflict management moderates individual characteristics and individual performance. As well as conflict management moderates organizational communication and individual performance in teachers at SMK Muhammadiyah 03 Singosari.

Keywords: Individual Characteristics, Organizational Communication, Conflict Management, Teacher's Performance

INTRODUCTION

Human resources that are utilised appropriately and efficiently will essentially be one of the factors that determine the direction of development of an organization. Increasing productivity in organizations is primarily the role of human resources, and similarly in education, the role and performance of teachers is one of the most important aspects that will be utilised for the benefit of organizational development in schools.

Teacher performance is conveyed as one of the demonstrations carried out by the teacher in carrying out his duties as an educator. (Hidayah, 2021). However, the various characteristics of a teacher, including how organizational communication works within the school, as well as the art of conflict management within the school organization, will determine the maximum performance of the teacher. The following data is presented in the form of a graph of teacher performance growth at SMK Muhammadiyah 03 Singosari as follows:

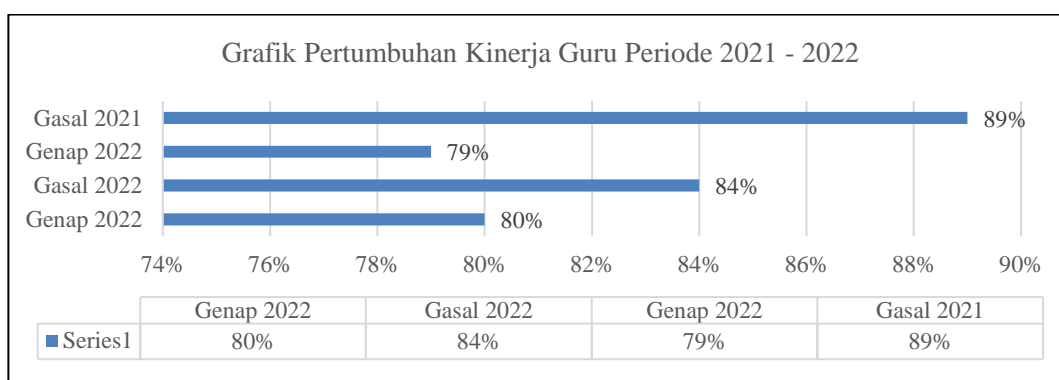


Figure 1.1 Growth Chart of Teacher Performance for the Period 2021 – 2022

It can be seen that in 2021 from the graph above, in the odd semester the percentage is at the 89% level and the even semester is at the 79% level. Meanwhile, in 2022, the odd semester has a percentage of 84% and the even semester has a percentage of 80%. According to the trend of ups and downs in the percentage of performance and considering the role of each individual's performance is very important for the organization's survival (Hermawati et al., 2019) this phenomena should be of more concern to the managers at SMK Muhammadiyah 03 Singosari.

The changes in the growth and degradation of individual performance can be related to several factors, including the diversity and differences in individual characteristics (Ardiantono et al., 2022). These differences in the initiative, motivation, and ability of individuals are part of the character traits of individual characteristics that show how the individual remains tenacious in completing a task until it is completed (Rahman, 2013) It also shows that the difference in the length of service of each teacher is one of the reasons why their levels of performance fluctuate. This argument is also supported in research by (Hidayah, 2021)

On the other hand, the different individual characteristics of each teacher will certainly be connected to these organizational communication activities.

(Nurliawan et al., 2022). As organizational life goes on, organizational communication will always act as a linking medium or channeling information within an organization. As stated by (Rahman & Prasetya, 2018) and also being supported by the findings of research (Riono et al., 2020) and (Hermawati, 2020) Organizational Communication is referred to as the process of delivering messages and information which includes several things in the form of ideas, facts, thoughts, feelings between two or more individuals which are carried out effectively so that they can be understood easily. In daily basis, organizational communication that is carried out in schools often experiences obstacles. The most powerful reason is because the information conveyed by the communicator is not fully understood by the communicant. So that was the one that made the existence of organizational communication activities and the distribution of information obstructed and caused conflict situations.

In a state of crisis or conflict within the organization that may happen at any time, it is the role of the managerial or leadership to settle the conflict. (Hermawati et al., 2020). Conflict management is supposed to be well understood by everyone without exception. However, insufficient knowledge of conflict management is one of the obstacles in the organization. This is exemplified by the constant difference in understanding and the inability to defuse the conflict situation. So from that matter, it is necessary to understand how conflict management is carried out and applied to achieve the desired resolution. Then, this argument is also supported by a statement from Wirawan in (Kusworo, 2019) and research (Seta & Mulyani, 2021) that "Conflict Management is applied so that conflict can be controlled and produce the desired resolution".

So based on the phenomena and problems that arise and accompanied by the existence of theories as well as the results of empirical studies on the relationship between individual characteristics, organizational communication and conflict management on individual performance, the researcher is interested in raising this topic to be further examined in research with the title "Conflict Management as a Moderating Role on The Effect Of Individual Characteristics And Organizational Communication On Teacher Performance" (Study on Teachers of SMK Muhammadiyah 03 Singosari, Malang).

THEORETICAL OVERVIEW

Individual characteristics are also described by Maslow in (Hidayah, 2021) as self-actualized people such as: how the ability to perceive people and events carefully and accurately, as well as how a person's ability to release from the shackles of the chaos of life, task problem orientation, as well as the ability to obtain personal satisfaction from personal development in doing valuable things, then also the capacity to experience life in a very deep way and love it, as well as interest in the goals one is working on, high creativity at work.

Indicators of Individual Characteristics as described by Robbins in (Ulfah & Rina, 2018) include 1) ability which is defined as a sense of ability to carry out tasks

well, 2) interest which is defined as a happy attitude of each individual for certain objects or ideas, 3) value, that is something based on satisfying work. And 4) attitude, which is an evaluative statement whether favorable or unfavorable.

Organizational Communication is also mentioned by and clarified by (Rahman & Prasetya, 2018) (Indriani et al., 2022) as an activity that involves the process of exchanging messages or information and apparently can take the form of an idea, fact, thought, feeling between two or more people effectively so that it can be easily understood. Organizational Communication is mentioned by Wiryanto in (Riono et al., 2020) as an attempt to send as well as receive various messages in formal and informal groups from the organization.

Organizational Communication is also mentioned and clarified by (Indriani et al., 2022) as an activity that involves the process of exchanging messages or information and apparently can take the form of an idea, fact, thought, feeling between two or more people effectively so that it can be easily understood. Organizational Communication is mentioned by Wiryanto in (Riono et al., 2020) as an attempt to send as well as receive various messages in formal and informal groups from the organization.

The organizational communication indicators are based on the direction of communication conveyed by (Pace & Faules, 2006) namely:

- 1) Downward Communication: This communication is known as communication that starts from leaders or people who have higher positions to people who have lower positions. The information conveyed is generally related to work activities in the organization.
- 2) Upward Communication: It is a communication whose emphasis is on the response of the recipient of information (subordinates) to policies in the organization. The purpose of this communication is nothing but feedback.
- 3) Horizontal Communication: Is a communication that conveys information to people in parallel or equal levels or authority. This communication has a function to facilitate activities within the organizational environment.

Wirawan in (Kusworo, 2019) argues that "Conflict Management as an activity of the parties involved in a conflict issue or a third party who organizes a conflict strategy to be applied in order to achieve the desired resolution". Conflict Management is also emphasized by (Rusdiana, 2015) as an art to manage conflict situations that often exist in organizations to be useful in increasing the effectiveness and achievement of the organization. While the measurement of conflict management from the opinion expressed by (Robbins, 1974), , among others, are:

- 1) Avoidance: Is an attempt to withdraw from the conflict situation
- 2) Problem Solving: A meeting that aims to identify the source of the problem by meeting face to face with the conflicting parties and resolving it through open discussion.
- 3) Altering the Human Variable: A technique applied through human relations training to slightly change the behaviors and attitudes that arise to cause a conflict.
- 4) Authoritative Command: An action from the formal authority of management to resolve a conflict which is then communicated back to the parties involved.

RESEARCH METHODS

This research is an explanatory type of research that explains casual relationships and tests hypotheses. The variables being examined are individual characteristics, organizational communication, conflict management, and individual performance. Data sources come from internal data, while primary data obtained through distributing questionnaires. The population of this study is teachers or educators at SMK Muhammadiyah 03 Singosari, which amounted to 55 teachers, then the sampling technique used is disproportionate stratified random sampling. The data analysis in this study used smartPLS software version 3

RESULTS AND DISCUSSION

Data on the characteristics of respondents in this study showed the results that respondents based on male gender were the most respondents with 28 people or 50.91%, while respondents based on the age of 20-30 years were the most numerous with 18 people or 32.73%, and respondents with less than 5 years of service were the most numerous with 21 people or 38.18%. Meanwhile, when viewed from the level of education, Strata-1 is the largest with 43 people or 78.18%. In order, the data is displayed in the table, as follows:

Table 1. Characteristics of Respondents

Characteristics	Description	Number	Percentage
Gender	Male	28	50,91%
	Female	27	49,09%
Age	20 - 30 years	18	32,73%
	31 – 40 years	13	23,64%
	41 – 50 years	12	21,82%
	> 50 years	12	21,82%
Tenure	< 5 years	21	38,18%
	6 – 15 years	11	20,00%
	16 – 25 years	13	23,64%
	> 25 years	10	18,18%
Education Level	SMK atau sederajat	3	5,45%
	Diploma-1/2/3	3	5,45%
	Strata-1	43	78,18%
	Strata-2	6	10,91%

Source: data processed, (2022)

Cronbach's alpha is a group of several indicators that measure a variable based on the alpha coefficient value that has composite reliability with a value greater than 0.60. (Creswell, 2017). Composite reliability is a group of indicators that measure the existence of variables with a composite reliability value of more than 0.70. (Creswell, 2017) *Average variance extracted* illustrates the value requirement of the amount of variance owned by latent constructs with a score greater than 0.50. (Creswell, 2017). The results of the Cronbach's alpha, composite reliability, and average variance extracted tests can be seen in the table below, as follows:

Tabel 2. Cronbach's Alpha, Composite Reliabilitas, dan Average Variance Extracted

Construct	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
Individual Characteristics (X1)	0.844	0.904	0.444
Organizational Communication (X2)	0.796	0.851	0.453
Conflict Management (M)	0.785	0.845	0.443
Employee Performance (Y)	0.985	0.924	0.528

Source: data processed, (2022)

Based on the test results described in the table above, it shows that the four variables have a Cronbach's alpha value of more than 0.60, which means that the research instrument is reliable. Then, the composite reliability value of the four variables is greater than 0.70, which means that the research instrument is reliable. Furthermore, the average variance extracted value of the four variables is still less than 0.50 so that with this it is said that the research instrument is still not valid. Because it is not valid, it can be done by comparing the AVE root with the maximum correlation of each construct, the following comparison is outlined in tabular form:

Tabel 2. Comparison of AVE Root with Maximum Correlation

Construct	AVE	AVE Root	Max Correlation	Validity
Individual Characteristics (X1)	0,444	0,666	0,625	Terpenuhi
Organizational Communication (X2)	0,453	0,673	0,627	Terpenuhi
Conflict Management (M)	0,443	0,666	0,315	Terpenuhi
Employee Performance (Y)	0,528	0,727	0,627	Terpenuhi
X1 * M	1,000	1,000	0,479	Terpenuhi
X2 * M	1,000	1,000	0,479	Terpenuhi

Source: data processed, (2022)

The R-Square value is a value that considers how much the independent variable affects the dependent variable (Riyanto & Hatmawan, 2020). The results of the r-square and adjusted r-square tests can be seen in the table below, as follows

Tabel 3. R-Square

Endogenous Latent Variable	R-Square
Employee Performance (Y)	0.617

Source: data processed, (2022)

The R-Square value shown in the table above on the endogenous latent variable Individual Performance (Y) obtained a value of 0.617 or 61.7%. These results indicate that Individual Characteristics (X1) and Organizational Communication (X2) have an influence of 61.7% on Individual Performance (Y), while the remaining (1-RSquare) 38.3% is the amount of influence contribution provided by other factors not examined in this study.

Path coefficient is the direct effect of the standard regression coefficient which shows how a particular path model is, while the specific indirect effect aims to analyze how strong the influence of a variable is with other variables both between

exogenous and endogenous. The results of the path coefficient test and specific indirect effects can be seen in the table below, as follows:

Table 4. *Path Coefficients dan Spesific Indirect Effects*

Path	Original Sample	T-Statistics	P-Value
Individual Characteristics → Employee Performance	0.421	4.035	0.000
Organizational Communication → Employee Performance	0.449	3.928	0.000
Conflict Management * Individual Characteristics → Employee Performance	0.212	1.977	0.049
Conflict Management * Organizational Communication → Employee Performance	0.233	2.033	0.043

Source: data processed, (2022)

From the P-values in the table above, it can be explained in hypothesis testing as described in the following points:

1. Effect of Individual Characteristics on Employee Performance

From table 4, it is known that the P-values on the path Individual Characteristics → Individual Performance score is smaller than 0.05 ($0.000 < 0.05$) with the Original Sample score of the path being positive 0.421. Thus, the hypothesis is accepted, meaning that individual characteristics have a positive and significant effect on teacher performance at SMK Muhammadiyah 03 Singosari.

2. Effect of Organizational Communication on Individual Performance

From table 4, it is known that the P Values on the path Organizational Communication → Individual Performance are smaller than 0.05 ($0.000 < 0.05$). In addition, the Original Sample path has a positive value of 0.449. Thus, the hypothesis is accepted, meaning that individual characteristics have a positive and significant effect on teacher performance at SMK Muhammadiyah 03 Singosari.

3. The Effect of Individual Characteristics on Individual Performance Moderated by Conflict Management

From table 4, it is known that the path on Conflict Management * Individual Characteristics → Individual Performance has P-Values smaller than 0.05 ($0.049 < 0.05$). In addition, the Original Sample of the path is positive 0.212. Thus, the hypothesis is accepted, meaning that conflict management has a positive and significant effect on the influence of individual characteristics on teacher performance at SMK Muhammadiyah 03 Singosari.

4. The Effect of Organizational Communication on Individual Performance Moderated by Conflict Management

From table 4, it is known that the path on Conflict Management * Organizational Communication → Individual Performance has P-Values smaller than 0.05 ($0.049 < 0.05$). In addition, the Original Sample of the path is positive 0.233. Thus, H1 is accepted, meaning that conflict management has a positive and significant effect on the effect of organizational communication on teacher performance at SMK Muhammadiyah 03 Singosari.

CONCLUSION

This study aims to determine the effect of Individual Characteristics and Organizational Communication on Individual Performance (Teachers) and the role of Conflict Management as a moderator variable. As data analysis and hypothesis testing are carried out, the conclusions of this study are:

- 1) Better individual characteristics will optimize individual performance (teachers) at SMK Muhammadiyah 03 Singosari.
- 2) Better organizational communication will optimize individual performance (teachers) at SMK Muhammadiyah 03 Singosari
- 3) Conflict management has a weak moderating role on the effect of individual characteristics on improving teacher performance at SMK Muhammadiyah 03 Singosari.
- 4) Conflict management has a weak moderating role on the effect of organizational communication on improving teacher performance at SMK Muhammadiyah 03 Singosari.

Based on the research conclusions above, here are some recommendations or suggestions for the results of this study:

- 1) It is to be expected that the conflict management variable used in this study can be re-examined in future research as a mediating or intervening variable.
- 2) It is expected that this research can be developed in a wider scope with a larger sample so that better research results can be generalized and a more real picture of individual performance can be obtained.
- 3) Furthermore, this research is expected to be able to improve both individual performance and school performance as an agency that is able to provide the best service.

The results of this study are also able to make practical contributions to schools as organizations and teachers as resources that drive organizations in schools in several ways, including the following:

This research shows that the individual characteristics of each teacher are one of the factors that play a role in improving the achievement of individual performance of the teacher himself. The school as an organization that houses teachers as resources is able to manage the achievement of individual teacher performance through a competency development and improvement approach so as to increase the self-worth and abilities of each individual teacher which will also have an impact on achieving more optimal performance.

Furthermore, the results of this study indicate that the existence of organizational communication that runs is able to increase the achievement of maximum individual performance. So in this case, teachers and all managerial parties in schools as resources can provide their best efforts to apply communication as it should be how communication goes both ways.

Furthermore, the results of this study also show that conflict management provides a positive but very small interaction from the influence of individual characteristics and also organizational communication on employee performance. So in this case, it can be concluded that individual performance can be achieved

more optimally even without the application of good conflict management in schools. Some of the limitations that exist in this study include the following:

- 1) The population used in this study was educators at SMK Muhammadiyah 03 Singosari whose scope was not too broad and large, so the results of this study cannot be generalized to a wider population.
- 2) This study only uses two independent variables that affect individual performance, namely individual characteristics and organizational communication variables. There are still other independent variables that may have an influence on individual performance.
- 3) This study uses data generated from the perception of respondents' answers through the distribution of questionnaire instruments, so that the conclusions drawn can only be known from the answers to the questionnaire without being complemented by the results through interviews.

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