

The Influence of Conflict Management Strategies And Employee Engagement on Employee Performance At PT. PLN (Persero) Ampera Branch Palembang Indonesia

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ABSTRACT: This study aims to analyze the influence of Conflict Management Strategies and Employee Engagement on Employee Performance at PT. PLN (Persero) Ampera branch. The research employs a quantitative approach with a causal associative explanatory design and utilizes multiple linear regression analysis. A total of 113 employees were sampled in this study using the total sampling method. The analysis results indicate that Conflict Management Strategies have a positive and significant effect on Employee Performance. Employee Engagement also demonstrates a positive and significant effect on Employee Performance. Simultaneously, both Conflict Management Strategies and Employee Engagement contribute positively to Employee Performance.

Keywords: Conflict Management Strategies, Employee Engagement, Employee Performance



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INTRODUCTION

Human resources are indispensable in attaining a company's objectives, serving as a cornerstone for the organization's success. Conflicts within a company are unavoidable and are a constant presence (Cascio, 2014). Conflict can be described as a process of social interaction in which two or more individuals or groups hold differing or opposing views or goals. It is stated that "conflict is a social process among several people." Employee engagement is frequently recognized as a key driver of organizational success and a critical factor in maintaining competitiveness amidst various challenges (Wardani & Fatimah, 2020).

The Significance of Conflict Management in Organizations: Effective conflict management is essential for sustaining harmony and productivity within the workplace. When conflicts are poorly managed, they can cause major disruptions to daily operations, diminish employee morale, and ultimately weaken the overall performance of the organization. On the other hand, well-executed conflict management strategies can improve communication, bolster workplace relationships, and foster a more positive and conducive work environment (Kawilarang et al., 2017). According to a study by Johnson and Johnson (2020), organizations that adopt effective conflict management strategies can reduce the frequency of destructive conflicts by 30%, thereby boosting employee productivity by 25% (Paula 2023).

The Strong Connection Between Employee Engagement and Performance: Employee engagement is widely acknowledged as a crucial element in driving organizational success. Elevated levels of employee engagement not only increase productivity but also enhance employee retention and foster innovation. According to Gallup, employees who are deeply engaged in their work typically exhibit greater dedication, which in turn elevates the quality of their output (Gallup, 2019). Furthermore, a study by Bakker and Albrecht (2018) revealed that high employee engagement is directly correlated with a 21% increase in individual performance compared to employees with low engagement levels (Bakker & Albrecht, 2018).

Previous studies have demonstrated the positive influence of conflict management and employee engagement on performance. Kassim and Ibrahim (2014) emphasized The conflict management of bank employees is partially connected to organizational commitment in the banking industry (Kassim & Ibrahim, 2014). Iskanto et al (2022) revealed that conflict management has a major influence on the performance of employees of Giant Nangka Pekanbaru (Iskamto et al., 2022). Likewise with the results of research on employee engagement variables, Bakker and Albrecht (2018) showed that employee engagement contributed to a 21% productivity increase in the manufacturing sector. Similarly, Wicaksono and Rahmawati (2020) confirmed that employee engagement directly correlates with employee performance DSITD IPB around 67,5% (Wicaksono & Rahmawati, 2020). Lastly, Wardani and Fatimah (2020) found that effective conflict management and employee engagement significantly enhanced performance at PT. XYZ (Wardani and Fatimah 2020). These studies underscore the crucial role of conflict management and employee engagement in enhancing organizational performance.

Instability in conflict management and low employee engagement significantly impact on employee performance, leading to a decline in overall company performance. Poorly managed conflicts create an unfavorable work environment, resulting in stress, frustration, and reduced productivity among employees. On the other hand, low employee engagement leads to diminished motivation and loyalty, making employees feel disconnected from the company's goals. The combination of unresolved conflicts and low engagement hampers team effectiveness and slows the achievement of organizational objectives.

The objective of this research is to examine the influence of conflict management and employee engagement on employee performance at PT. PLN (Persero) Rayon Ampera. Specifically, this study aims to explore how effective conflict management strategies can reduce the negative impacts of conflict on performance, as well as how varying levels of employee engagement can impact overall job performance in achieving organizational goals (Selviana & Aliya, 2023). Through this research, it is anticipated that the influence of well-executed conflict management and increased employee engagement on improving performance within the company will be identified.

METHOD

This study utilizes a quantitative survey method with a causal associative explanatory approach (Novalia & Aliya, 2022). This research aims to analyze hypotheses and determine the influence or relationship between independent variables and the dependent variable (Aliya and Tobari 2019).

Throughout this research, the data analysis process was conducted in several phases. Using the total sampling method, data from 113 respondents gathered through questionnaires, were analyzed using a range of statistical techniques, including Classical Assumption Tests (normality, multicollinearity, and heteroscedasticity), Multiple Linear Regression Analysis, along with t-tests and F-tests to evaluate the proposed hypotheses.

Descriptive statistics were utilized to provide an overview of the data's characteristics, followed by validity and reliability tests to ensure the precision and consistency of the research instruments. The entire analysis was performed using SPSS software to ensure accurate and dependable results.

RESULT AND DISCUSSION

This research focuses on analyzing the impact of conflict management strategies and employee engagement on employee performance at PT. PLN (Persero) Rayon Ampera. It aims to evaluate how these two independent variables—conflict management strategies and employee engagement—influence employee performance as the dependent variable (Lee et al., 2022; Schünke et al., 2023). The study is limited to these variables and does not account for other factors that may affect performance, such as leadership style, compensation, work environment, or organizational culture. Additionally, as the study is confined to PT. PLN (Persero) Rayon Ampera Palembang, the findings may not be fully generalizable to other organizations or sectors.

1. Respondent Characteristics Based on Gender

Tabel 1 Respondent Characteristics Based on Gender

Gender	Number	Percentage
Male	97	86.32%
Female	16	13.68%
Total	113	100%

Based on the table above, which was derived from the questionnaires distributed to 113 employees, it is evident that the number of male respondents is higher than female respondents. This is likely because the type of work involved tends to require physical strength.

2. Respondent Characteristics Based on Age

Tabel 2 Respondent Characteristics Based on Age

Age Group	Number	Percentage
<20 years	32	29.06%
20-30 years	67	58.97%
30-50 years	14	11.97%
<50 years	0	0%
Total	113	100%

Based on the table above, it is evident that the highest number of respondents fall within the 20- 30 age range. This suggests that the employees of PT. PLN (Persero) Rayon Ampera are predominantly young, which correlates with a high level of work enthusiasm. This age group is known for its productivity and is well-suited to the demands of their work, which requires considerable physical strength and endurance.

3. Characteristics of Respondents Based on Educational Background

Tabel 3 Characteristics of Respondents Based on Educational Background

Type of Education	Number	Percentage
High School (SMA)	17	14.53%
Diploma	32	29.06%
Bachelor's Degree (S1)	55	48.72%
Master's Degree (S2)	9	7.69%
Doctoral Degree (S3)	0	0%
Total	113	100%

The table shows that 48.72% of respondents hold a bachelor's degree (S1), making it the most common level of education among the group. This suggests that a bachelor's degree is well-suited to the needs of the institution, especially for roles that require specialized expertise. It also highlights the positive impact of higher education on employee performance, as those with advanced educational backgrounds tend to possess broader knowledge and skills, which contribute to enhanced job performance.

Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Conflict Management Strategy	113	25.00	50.00	47.0088	4.26258
Employee Engagement	113	18.00	30.00	24.2655	2.64243
Employee Performance	113	45.00	60.00	53.6549	3.05827
Valid N (listwise)	113				

Sources: output SPSS, the secondary data has been processed.

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Based on the results of the descriptive analysis, the distribution of the data obtained by the researcher can be described as follows:

1. Conflict Management Strategy (X1): The data shows a minimum value of 25 and a maximum value of 50. The mean for the Conflict Management Strategy is 47.0088, with a standard deviation of 4.26258.
2. Employee Engagement (X2): The data indicates a minimum value of 18 and a maximum value of 30. The mean for Employee Engagement is 24.2655, with a standard deviation of 2.64243.
3. Employee Performance (Y): The data reveals a minimum value of 45 and a maximum value of 60. The mean for Employee Performance is 53.6549, with a standard deviation of 3.05827.

Validity Test

Results of the Validity Test for Conflict Management Strategy

No.	Calculated r	Table r	Explanation/Notes
X1.1	0,946	0,114	Valid
X1.2	0,941	0,114	Valid
X1.3	0,658	0,114	Valid
X1.4	0,782	0,114	Valid
X1.5	0,842	0,114	Valid
X1.6	0,840	0,114	Valid
X1.7	0,934	0,114	Valid
X1.8	0,942	0,114	Valid
X1.9	0,949	0,114	Valid
X1.10	0,949	0,114	Valid

Sources: output SPSS, the secondary data has been processed.

A statement is considered valid if the calculated r value is greater than the r value in the table. Conversely, if the calculated r value is less than the table r value, it is considered invalid. Based on the table above, it can be concluded that the calculated r value exceeds the table r value at a 0.05 significance level. This indicates that the items related to the conflict management strategy variable (X1) are valid.

Results of the Validity Test for Employee Engagement

No	Calculated r	Table r	Explanation/Notes
X2.1	0,961	0,114	Valid
X2.2	0,855	0,114	Valid
X2.3	0,968	0,114	Valid
X2.4	0,950	0,114	Valid
X2.5	0,933	0,114	Valid
X2.6	0,975	0,114	Valid

Sources: output SPSS, the secondary data has been processed.

A statement is regarded as valid when the calculated r value surpasses the r value listed in the table. Conversely, if the calculated r value is below the table r value, it is considered invalid. Based on the table above, it can be concluded that the calculated r value exceeds the table r value at a 0.05

significance level. This indicates that the items related to the employee engagement variable (X2) are valid.

Results of the Validity Test for Employee Performances

No	Calculated r	Table r	Explanation/Notes
Y1	0,791	0,114	Valid
Y2	0,880	0,114	Valid
Y3	0,815	0,114	Valid
Y4	0,794	0,114	Valid
Y5	0,901	0,114	Valid
Y6	0,800	0,114	Valid
Y7	0,906	0,114	Valid
Y8	0,913	0,114	Valid
Y9	0,882	0,114	Valid
Y10	0,887	0,114	Valid
Y11	0,800	0,114	Valid
Y12	0,855	0,184	Valid

Sources: output SPSS, the secondary data has been processed.

A statement is deemed valid if the calculated r value exceeds the table r value. Conversely, if the calculated r value is below the table r value, it is considered invalid. According to the table above, the calculated r value surpasses the table r value at a 0.05 significance level. This confirms that the items related to the employee performance variable (Y) are valid.

Reliability Test

Results of the Reliability Test

Variabel	Cronbach's Alpha	Keterangan
Conflict Management Strategy (X1)	0,915	<i>Reliable</i>
<i>Employee engagement</i> (X2)	0,820	<i>Reliable</i>
Employee Performances (Y)	0,781	<i>Reliable</i>

Sources: output SPSS, the secondary data has been processed.

A variable is considered reliable if the Cronbach's alpha value is greater than 0.60.

- X1 (Conflict Management Strategy): The Cronbach's alpha value is 0.915, which is greater than 0.60, indicating that the variable is reliable. The table above shows that Cronbach's alpha is 0.915 > 0.60, confirming the reliability of the Conflict Management Strategy variable (X1).
- X2 (Employee Engagement): The Cronbach's alpha value is 0.820, which is greater than 0.60, indicating that the variable is reliable. The table above shows that Cronbach's alpha is 0.820 > 0.60, confirming the reliability of the Employee Engagement variable (X2).
- Y (Employee Performance): The Cronbach's alpha value is 0.781, which is greater than 0.60, indicating that the variable is reliable. The table above shows that Cronbach's alpha is 0.781 > 0.60, confirming the reliability of the Employee Performance variable (Y).

Classical Assumption Test

Normality Test

Results of the Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
V12	.303	113	<.001	.637	113	<.001
V19	.249	113	<.001	.839	113	<.001
V32	.200	113	<.001	.909	113	<.001

a. Lilliefors Significance Correction

Sources: output SPSS, the secondary data has been processed.

The analysis of the normal probability plot, as shown in Table, indicates that the distribution of points does not align with the diagonal line. However, it can still be concluded that the multiple linear regression model between employee engagement and employee performance follows a normal distribution. Tabel The result represents the normality test for the data of the tested variables. Based on the table above, the significance value is 0.001, which is smaller than 0.05. This indicates that the data from the tested variables are not normally distributed (Pratama & Permatasari, 2021).

Multicollinearity Test

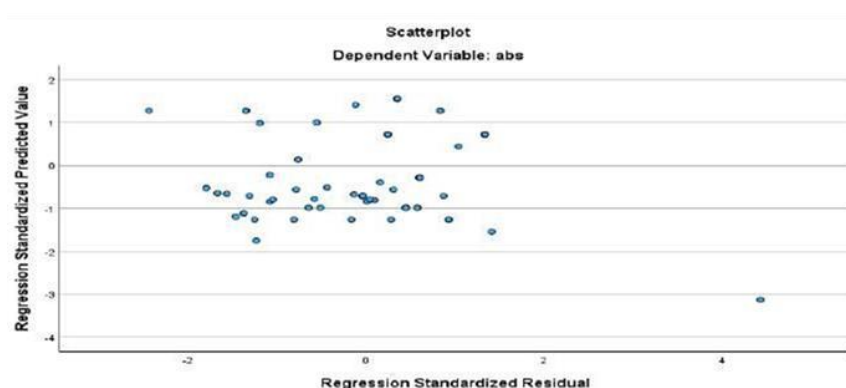
Coefficients ^a								
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta				Tolerance	VIF
1	(Constant)	7.064	1.842		3.836	<.001		
	V12	.357	.060	.317	5.964	<.001	.424	2.356
	V19	1.117	.089	.669	12.592	<.001	.424	2.356

a. Dependent Variable: V32

Sources: output SPSS, the secondary data has been processed.

Multicollinearity is not present when the VIF value is below 10 and the tolerance value is above 0.1. According to the table, the VIF value for the conflict management strategy variable (X1) and the employee engagement variable (X2) is 2.356, which is less than 10, and the tolerance value is 0.424, which is greater than 0.1. This indicates that there is no multicollinearity in the data.

Heteroscedasticity Test



Sources: output SPSS, the secondary data has been processed.

Table 11, shows the scatterplot from the heteroscedasticity test, where the points on the graph are dispersed around zero and scattered. The points do not cluster in one area or form a wavy pattern. This indicates that there is no heteroscedasticity in the regression model (Indri & Putra, 2022).

Multiple Linear Regression Analysis

Uji persamaan regresi linier berganda

Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	7.064	1.842		3.836	<,001
	V12	.357	.060	.317	5.964	<,001
	V19	1.117	.089	.669	12.592	<,001

a. Dependent Variable: V32

$$Y = a + B1.x1 + B2.x2 + e$$

$$= 7,064 + 0,357 + 1,117$$

- The constant (a) of 7.064 represents the average value of employee performance (Y) when variables X1 and X2 remain unchanged.
- The coefficient B1 (regression coefficient for X1) of 0.357 indicates that the conflict management strategy variable has a positive effect on employee performance. This means that for every 1-unit increase in the conflict management strategy variable, employee performance increases by 0.357 units, assuming that other variables are not considered in this study.
- The coefficient B2 (regression coefficient for X2) of 1.117 indicates that the employee engagement variable has a positive effect on employee performance. This means that for every 1-unit increase in the employee engagement variable, employee performance increases by 1.117 units, assuming that other variables are not considered in this study.

Coefficient of Determination Test (Adjusted R²)

Coefficient of Determination Test

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.932 ^a	.868	.866	2.103

a. Predictors: (Constant), V19, V12
b. Dependent Variable: V32

Sources: output SPSS, the secondary data has been processed.

The Model Summary output above shows an R Square value of 0.868. This means that the conflict management strategy variable accounts for 86.8% of the variance in employee performance, while the remaining 13.2% is influenced by factors not included in this study.

Hypothesis Testing

T-Test

T-Test Result

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	7.064	1.842	3.836	<,001	
	V12	.357	.060	5.964	<,001	
	V19	1.117	.089	12.592	<,001	

a. Dependent Variable: V32

Sources: output SPSS, the secondary data has been processed.

According to the table above, the results of the t-test (partial) indicate that the significance level for the effect of conflict management strategy (X1) on employee performance (Y) is 0.001, which is less than 0.05, and the calculated t-value is 5.964, which is greater than the table t-value of 1.981. Therefore, H0 is rejected, and H1 is accepted, meaning that conflict management strategy (X1) has a significant effect on employee performance (Y).

Similarly, the t-test (partial) results for the effect of employee engagement (X2) on employee performance (Y) show a significance level of 0.001, which is less than 0.05, and a calculated t-value of 12.592, which is greater than the table t-value of 1.981. Therefore, H0 is rejected, and H2 is accepted, indicating that employee engagement (X2) also has a significant effect on employee performance.

F-test

F-test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3211.280	2	1605.640	362.984	<,001 ^b
	Residual	486.579	110	4.423		
	Total	3697.858	112			

a. Dependent Variable: V32

b. Predictors: (Constant), V19, V12

Sources: output SPSS, the secondary data has been processed.

The table above shows that the significance level for the effect of conflict management strategy (X1) and employee engagement (X2) on employee performance (Y) is 0.001, which is less than 0.05. Furthermore, the calculated F-value is 362.984, which is greater than the table F-value of 3.08. This means that conflict management strategy (X1) and employee engagement (X2) have a significant simultaneous impact on employee performance (Y).

H1: There is a Positive Influence Between Conflict Management Strategy on Employee Performance at PT. PLN (Persero) Rayon Ampera

The hypothesis testing results indicate that there is a positive influence of conflict management strategy on employee performance, confirming that the first hypothesis is accepted.

These findings are consistent with the research by (Sallyuana et al., 2024), This research demonstrates that employee engagement and job satisfaction have a significant and positive impact on performance, whereas workload does not appear to have a notable effect on performance. The author's research, which included interviews and observations, revealed that employee engagement, workload, and job satisfaction are at a commendable level. This outcome is attributed to the company's effective implementation of retention strategies that are well-aligned with its current human resources, thereby positively influencing workload, compensation, and overall employee satisfaction.

The Importance of Conflict Management in Organizations: Effective conflict management is vital for sustaining harmony and productivity in the workplace. Poorly handled conflicts can cause major disruptions in daily operations, lower employee morale, and ultimately diminish the overall performance of the organization. In contrast, well-executed conflict management strategies can improve communication, strengthen workplace relationships, and foster a more positive work environment. A study by Johnson and Johnson (2020) found that organizations implementing effective conflict management strategies can decrease the occurrence of destructive conflicts by 30%, leading to a 25% increase in employee productivity (Paula, 2023).

H2: There is a Positive Influence Between Employee Engagement on Employee Performance at PT. PLN (Persero) Rayon Ampera

The hypothesis testing results indicate that employee engagement has a positive influence on employee performance, confirming that the second hypothesis is accepted.

This result is consistent with the findings the research by (Thalia et al., 2024). Similarly, the research findings also indicate (Pratiwi & Fatoni, 2019), which found that employee engagement and work-life balance have a positive and significant impact on employee performance and job satisfaction. However, job satisfaction does not significantly influence employee performance, and employee engagement does not have a significant indirect effect on employee performance through job satisfaction. Similarly, work-life balance does not significantly impact employee performance indirectly through job satisfaction (Faizal & Aliya, 2022).

It is advised that the company sustain and enhance employee performance by focusing on improving workforce quality, particularly through strengthening employee engagement and promoting work-life balance, to ensure job satisfaction and ongoing performance improvement. In this study, the work environment, especially the social relationships among employees, emerged as a critical factor in employee satisfaction. Therefore, it is essential to address any issues related to the work climate to ensure that job satisfaction positively influences the desired performance levels.

The Strong Link Between Employee Engagement and Performance: Employee engagement is widely acknowledged as a fundamental driver of organizational success. High levels of employee engagement not only increase productivity but also improve employee retention and foster innovation. According to Gallup (2019), employees who are deeply engaged in their work typically exhibit greater dedication, which in turn enhances the quality of their output (Gallup 2019). Furthermore, a study by Bakker and Albrecht (2018) revealed that high employee engagement is directly correlated with a 21% increase in individual performance compared to employees with low engagement levels.

H3: There is a Positive Influence Between Conflict Management Strategy and Employee Engagement on Employee Performance at PT. PLN (Persero) Rayon Ampera

The hypothesis testing results indicate that there is a positive influence of both conflict management strategy and employee engagement on employee performance, confirming that the third hypothesis is accepted.

This finding is consistent with the research conducted by (Atthohiri & Wijayati, 2021), which demonstrated that employee engagement has a positive and significant effect on performance, workload has a positive and significant effect on performance, and job satisfaction also has a positive and significant effect on performance.

This finding aligns with the theory of social exchange, which posits that employees are likely to reciprocate positive treatment from their employers with higher levels of performance (Blau, n.d.). In the context of PT. PLN Rayon Ampera, the implementation of effective conflict management strategies can be seen as a form of organizational support that mitigates stress and fosters a more collaborative work environment (Muthumani & Kumar, 2023; Yamini et al., 2023). This, in turn, encourages employees to engage more fully with their work, enhancing their overall performance.

Moreover, employee engagement serves as a critical mediator between conflict management and performance. When conflict is managed effectively, employees feel more secure and supported, which boosts their engagement levels. According to Saks (2006), engaged employees are more likely to invest discretionary effort into their work, leading to improved job performance. This suggests that conflict management strategies indirectly influence performance by first enhancing employee engagement (Huo et al., 2023; Saks, n.d.).

The interaction between conflict management and employee engagement can also be understood through the lens of the Job Demands-Resources (JD-R) model (Bakker & Demerouti, n.d.). This model proposes that when job resources, such as effective conflict management, are abundant, they mitigate the negative impacts of job demands, such as workload and stress, thereby enhancing employee engagement. Consequently, this heightened engagement results in improved performance. At PT. PLN Rayon Ampera, the synergy between robust conflict management and high employee engagement cultivates a work environment where employees can excel, even in the face of challenges.

Moreover, research conducted by Atthohiri and Wijayati (2021) reinforces the concept that employee engagement is not merely a consequence of effective conflict management, but also a proactive driver of enhanced performance. Their study revealed that engaged employees demonstrate greater resilience when confronted with conflicts and are better equipped to sustain high levels of performance, even under challenging conditions. This indicates that the beneficial effects of conflict management on performance are significantly amplified when employees are highly engaged.

In summary, the positive correlation between conflict management strategies and employee engagement at PT. PLN Rayon Ampera highlights the critical need for a comprehensive approach to human resource management. By cultivating a supportive and engaging work environment through effective conflict management, organizations can significantly boost employee performance, ultimately leading to improved overall organizational outcomes.

CONCLUSION

The conclusions derived from the study on the Influence of Conflict Management Strategy and Employee Engagement on Employee Performance at PT. PLN (Persero) Rayon Ampera are as follows:

1. Conflict Management Strategies positively influence employee performance when assessed independently.
2. Employee Engagement also has a positive impact on employee performance when assessed independently.
3. Both Conflict Management Strategy and Employee Engagement have a positive impact on employee performance when assessed collectively.

Suggestions :

1. Management should adopt a collaborative approach to resolving conflicts, encouraging open communication and mutually beneficial solutions. This prevents frustration and employee turnover, while fostering an environment where conflict resolution enhances employee performance.
2. To boost employee engagement, management should focus on recognizing contributions, providing development opportunities, and involving employees in decision-making processes. It is crucial to avoid excessive workloads that could lead to burnout and potential resignations.
3. Management can create synergy between conflict resolution and employee engagement by fostering open communication and active employee involvement in problem-solving. This approach helps cultivate a harmonious workplace that enhances performance and retains employee satisfaction.

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