

The Effect of Conflict, Performance Appraisal, and Career Development Toward The Employee's Performance

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Abstract The purpose of this research was to test the influence of conflict, performance appraisal, and career development simultaneously and partially on the employee's performance in Anugerah Pharmindo Lestari corporation. The population in this research was the employees in Anugerah Pharmindo Lestari corporation which numbered 41 respondents. The sample of this research using saturated samples, due to the population is considered small. Based on the results of the tests showed the effect of conflict, performance appraisal and career development simultaneous on the employee's performance. Besides, in partial the conflict affected the employee's performance in the company. However, the performance appraisal and career development have not affect partially on the employee's performance in the company. The test result showed that the conflict, performance appraisal, and career development have positive and significant effect simultaneously on the employee's performance. The interaction is described the communication between individuals that a person with the other is undeniable will generate conflicts on a different level. The conflict in an organization is determined by the perception of the individual or group. If they are not aware, there is a conflict in organization or company. In general, conflict is not considered if they perceived within the organization has not a conflict, and the conflict has become a reality. The next performance assessment should not be understood in a narrow sense, but that can produce varied types of performance measured through many ways. The key is often measuring the performance, and use the information to corrections. In an assessment of the difference occurs, the result due to the way from people work and the employee's achievements. In general, Career development is the rises vertically from one level of certain job advance to the next level. Therefore employees are expected to explore the specific jobs field then occupy the higher. The evaluation or assessment of behavior includes the loyalty assessment, leadership, cooperation, dedication and participation of employees itself

Key Words: Conflict, Performance Appraisal and Career Development, Employee's Performance

1. INTRODUCTION:

Human resources on the fact of the matter are the primary assets and an integral part of an organization or company, in which the human resources management must be done professionally that produced human resources competencies that can improve the performance of the individual and the company. An organization in running the business need employees who are qualified and able to perform their duties in a good and responsible that was given. The advanced technology will be in insignificant when human resources did not support it. In the globalization era, the company is required to have the human resources to be able to compete with others that can achieve the goal of company efficiently and effectively [13].

The employee's performance is the results of work in quality and quantity who employees in carrying out their tasks by responsible that given to them. When an organization achieves the goal that has been specified, it can be assumed that the organization is effective, where one of the organization is an improvement of employees' performance to support the organization performance [7]. Both the poor performance of employees affected by many factors, and discussed in this research is the conflict, performance appraisal, and career development.

The conflict can occur among individuals, groups, and organization. When two individuals each holding on to the view that completely contrary without any compromise, then draw different conclusions and tend to be not tolerant, they can be assured that will arise specific conflict. Conflict management is the steps taken by the third party to navigate the dispute toward specific results that may or may not to produce peace, positive things, creative, almost unanimously, or aggressive [10]. Conflict Management can involve the help of themselves, cooperation in the troubleshooting (with or without the help of the third party) or decision by the third party. Some strategies for dealing with the conflict between others is (1) Contending; (2) Yielding; (3) Problem resources'; (4) with a drawing; and (5) Inaction where each of the parties to wait for the following steps of the other party. Conflict Management is needed by the organization or an institution to be able to develop and navigate to a better direction with the emergence of the problem will be more finalize thought in the organization or institution.

Performance appraisal is the measuring process in an organization to achieve the goals that have been assigned. Performance Evaluation can also be interpreted as determining periodically the effectiveness of organization

operations, the organization part, and personnel, based on standards organization vision and mission that have been established previously. The organization is operated by human resources, Assessing performance is an evaluation of human behavior to conduct the role in the organization of the performance appraisal process begins with determining the purpose of the organization then continued with the performance analysis to know the hopes of the direction of an organization and its implementation. At the end of the period, assessment measure and performance evaluation, then compared with the target of the work and then discuss and communicate assessment results, continued with the performance improvement program planning. The process of performance evaluation of organizations can use the variety of different size for planning, measurement, and evaluation of the organization.

Career Development is one of the efforts to improve the technical ability, theoretically, conceptually, and moral from employees by the requirements of each job through education and training. A career can be defined as a series of cooperation activities that are separate but related, which provide continuity, order, and meaning in the life of a person [4]. With the existence of career development program, it can further increase the encouragement or motivation to employees to better achievement and provide maximum contribution to the company. This case happened because of individual motivation will arise when career development that is meeting in a company which already exists and clearly to be undertaken. Assuming the bottom of the human resources is a valuable asset for the company, then the company is obligated to develop the potential of employees and is responsible for improving the welfare of employees through career development. Human resources must always be developed if the organization want to exist in the world of business that always experiences changes.

The conflict occurred on the company employee because there are differences in the personality views purpose and interests and understanding among each other employees. Other issues that become attention is the performance appraisal. Performance Appraisal is a key factor in developing an organization effectively and efficiently, due to the policy or program that is better on the human resource in the organization. The problems of Performance Appraisal in the company are considered the assessment of the results achievement from the previous year and done without the first question and answer between in appraisers and considered. Career Development stated slowly when the employees must wait for a long time to replace a certain position in a division.

Based on the explanation above, an author interested in the proposed research with the title of "the influence of conflict, performance appraisal and career development on the employee's performance in Anugerah Pharmindo Lestari corporation.

2. LITERATURE REVIEW:

2.1 Conflict

According to [2], conflict is legacy of social life that occurred in various conditions as a result of the rise of the state of opposition to the controversy and conflict between the two parties or more sustainable way.

The two types of conflict, namely intrapersonal conflict and interpersonal conflict [6]. Conflict is the intrapersonal conflicts that occur in himself, for example when the belief that is held by the individual at odds with the culture of the society, or desire is not to his ability. Interpersonal conflict is a conflict between the individual.

The factors that caused the emergence of conflict in a company can be grouped in three main things are:

- Communications: namely all things related to movement and understanding of means from one person to another. The only communication with all, the information and ideas can be delivered to the other party. That was not an effective communication that will potentially cause conflict.
- The structure is all things regarding an operational activity or work of an organization is to achieve target or destination, structurally created. There is something interferes with the implementation of a systemic activity that will generate structural conflicts.
- Personal: the things that are about the individual, like personality, norms embraced, habits or culture. When people are related to each other or interact can potentially causing conflict.

2.2 Performance Appraisal

Performance appraisal is an effort to make comparisons between the real results achieved after certain stages completed with the result should be achieved to the stage.

The definition has pointed to the five things [12]:

- Different assessment with monitoring in the spotlight of attention is shown on the operational activities that are being held while the evaluation to after a certain phase passed.
- The assessment produces information about the right whether or not to all components in the process of managerial, its start from the right whether or not the purpose of up to the implementation of surveillance activities.
- The results of the assessment describes whether the results achieved with the target that has been determined exceeds the target or even less than the target
- The information obtained from the assessment activity is required to review all components of the managerial process, so the formulation of various components can be done with the right.

- The orientation of the assessment is the future which in turn allows organizations to improve performance.

The purpose of performance appraisal differentiated the two kinds of, namely [5]:

- To reward good past performance.
- To motivate future performance improvement.

This case means that as a source of data for employment planning and development activity for the respective institution. The Foundation/ingredients information in decision-making in the field of employment, for example, promotion, mutation, high determination of the low compensation, or other employment activities. To reward previous performance by providing advice to the workers in the institution as a tool to provide feedback to encourage progress toward and the possibility to repair or improve the quality and work motivation that will come. Performance assessment criteria can be seen through some of the dimensions, namely functional utility, validity, empirical base, sensitivity, systematic development, and legal appropriateness.

- The functional purpose is crucial because the results of performance evaluation can be used to perform selection, compensation, and the development of employees, the results of the performance assessment must be valid, just and useful to decision-makers can accept that.
- Valid or measure what actually will be measured by the performance assessment.
- The empiric is not based on mere feelings.
- The sensitivity of criteria. The criteria that show the relevant results, the performance, not other things that are not related to the performance.
- Systemic criteria. This case depends on the needs of the organization and the organization's environment. The systematic criteria are not always good. Organizations that are located in the fast-changing environment might thus be better using the criteria that less systematic to adjust themselves and so also on the contrary quickly.
- The feasibility of law which is the criterion must be by the applicable law.

2.3 Career Development

Career development includes career management and career planning. Career Development (career development) is a condition that indicates increased levels or the status of a person in his work. The benefits of self-development and career in the company, the purpose of themselves and employees reached :

- Employees know passion
- Ensure the Welfare
- Employee relations and increased Company
- Stabilize the participation of employees in the Program
- The cost of human resources to be effective
- A healthy work climate

The dimension of the career development includes career planning and career management [11].

- Career planning is a process where the individual can identify and take steps to achieve the purpose of career.
- Career management is a process where the organization choose, assess, assign, and develop their employees to provide a group of people who was weighing to meet the needs of it in the future.

There are three phases in designing career development program the workers:

- Planning; to identify the advantages and disadvantages of civil servants in carrying out their tasks.
- Instruction; to help the workers to be able to realize planning become a reality, i.e., the steps that must be taken to make it happen.
- Development; a phase where the employee can perform the activities to improve and enhance the knowledge, skills and his attitude can be through the implementation of the system mentor, training rotation of office, or scholarship program.

2.4 Performance

The performance or work from an employee is the work of an employee for a certain period compared with the possibility, for example, the standard, target/targets or performance that has been determined first and have agreed together. The achievement of the goal of the organization could not be removed from the resources owned by the organization that has been moved or run by a group of people who take an active role as the perpetrators to achieve the goal of the organization..

Performance influenced by three factors [1]:

- Individual factors which consist of abilities and skills, background and demographics.
- Psychological factors which consist of perceived, the attitude highly, personality, learning, and motivation.
- Organizational factors which consist of the source of leadership awards, structures and job design.

Some dimensions to measure the performance of civil servants are:

- Ability
- Knowledge and Skills
- Cooperation
- Discipline

The indicator is used in assessing the performance of employees are:

- A quantity of work is the amount of work is done in a specified period.
- The quality of work is the quality of the work is achieved based on the conditions of compliance and its readiness.
- Job knowledge is the extent of the knowledge of the work and skills.
- Creativeness is the expertise of ideas that actions to resolve the problems arise.
- Cooperation is a willingness to work together with other people or fellow members of the organization.
- Dependability namely awareness to be trusted in the presence and the completion of the work.
- An initiative that spirit to carry out the tasks that are new and zoom in responsibilities.
- Personal qualities namely regarding personality, interests, hospitality, and personal integrity.

Based on the formulation and literature can be concluded that the hypothesis of this research is:

H1; Conflict, performance appraisal, and career development simultaneous have the effect on the employee's performance.

H2; Conflict, performance appraisal and career development have the effect partially on the employee's Performance

3. MATERIALS & METHOD:

The research used quantitative, associative, correlational, namely analysis of the data using inferential statistics, to know the degree of the relationship and the form of the influence of independent variables on the dependent variables [8]. The research was done on the Anugerah Pharmindo Lestari corporation in 2016.

3.1 Independent variables

Conflict (X1) is an act of one of the parties that result in preventing, delay, or interfere with any other party where this can occur between community groups in inter-Personal Relationship

Performance appraisal (X2) is the assessment is an effort to make comparisons between the real results achieved after certain stages completed with the result that should be achieved to the stage

Career Development (X3) is a condition that indicates increased levels or the status of a person in his work. The things that encourage a person chooses career development can be known through personality assessment especially the experience and the background variables bound (dependent variables).

3.2 Dependent Variables

The performance of the employees (Y) is the work of quality and quantity is achieved by the employees in carrying out their tasks by the responsibility given to them.

The population in this research is the employees in Products Division, Anugerah Pharmindo Lestari corporation, which numbered 41 respondents. A sample of this research using samples saturated, because the population is considered small or less than 100.

4. RESULT:

4.1 Description of characteristics of respondents

Characteristics of respondents is a description of how the situation of respondents who examined include gender, age, education deals and long worked. The following data is obtained through the spread of the questionnaire taken from 41 the respondents.

Table 4.1 Characteristics of respondents

N o	Characteristi cs	Frequency (F)	Percentage (%)
Gender			
1	Male	35	85
2	Female	6	15
Total		41	100
Age			
1	20-30 years	21	51
2	31-40 years	13	32
3	41-50 years	5	12

4	51-55 years	2	5
Total		41	100
Education			
1	High School	7	17
2	1st Diploma	3	7
3	3th Diploma	7	17
4	Undergraduate	24	59
Total		41	100
Working Period			
1	0-5 years	21	51
2	6-10 years	5	12
3	11-15 years	8	20
4	16-20 years	3	7
5	21-25 years	4	10
Total		41	100

From the table showed that respondents as samples consist of 35 male (85%) and six female (15%). The criteria of age from respondents consists of 20-30 years (51%), 31-40 years (32%), 41-50 years (12%) and 51-55 years (5%). The education criteria from respondents consist of High school (17%), 1st Diploma (7%), 3th Diploma (17%) and Undergraduate (59%). The Working Period criteria from respondents consist of 0-5 years (51%), 6-10 years (12%), 11-15 years (20%), 16-20 years (7%) and 21-25 years (10%).

4.2 Validity Test

Table 4.2
Validity Test
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Conflict (X1)				
X1. 1	35.8049	21.711	.543	.848
X1. 2	35.8293	22.145	.490	.853
X1. 3	35.7561	21.889	.552	.847
X1. 4	35.8537	21.078	.669	.838
X1. 5	35.9024	22.090	.512	.851
X1. 6	36.0244	22.174	.497	.852
X1. 7	36.0000	21.750	.608	.843
X1. 8	35.9024	21.890	.487	.853
X1. 9	35.9268	20.420	.658	.838
X1.10	35.9024	21.290	.673	.838
Performance Appraisal (X2)				
X2.1	33.0976	32.090	.695	.933
X2.2	32.9024	32.140	.815	.927
X2.3	32.8049	31.811	.852	.925
X2.4	32.9512	32.248	.629	.937
X2.5	32.9268	32.370	.824	.927
X2.6	32.8293	31.895	.876	.924
X2.7	33.2683	31.151	.557	.947
X2.8	32.8537	31.878	.868	.925
X2.9	32.7073	32.762	.829	.927
X2.10	32.7073	33.062	.786	.929

Career Development (X3)				
X3.1	33.4146	38.949	.428	.899
X3.2	33.1951	39.811	.440	.897
X3.3	33.0976	38.640	.592	.889
X3.4	33.1707	37.895	.550	.891
X3.5	33.1220	37.110	.815	.878
X3.6	33.0244	35.824	.878	.873
X3.7	33.3659	34.038	.587	.894
X3.8	32.9756	34.174	.841	.871
X3.9	32.8537	34.228	.758	.877
X3.10	32.8049	33.761	.702	.882
Employee's Performance (Y)				
Y1.1	37.1463	23.128	.574	.847
Y1.2	37.5366	22.905	.608	.844
Y1.3	37.2683	23.601	.575	.847
Y1.4	37.2927	22.262	.600	.845
Y1.5	37.0976	23.290	.571	.847
Y1.6	37.2195	23.276	.573	.847
Y1.7	37.2927	24.562	.505	.853
Y1.8	37.4390	22.102	.690	.837
Y1.9	37.3902	22.294	.665	.839
Y1.10	37.4878	23.756	.381	.866

From the table, the data processing results known the value of the validity of that, there are on the column Corrected Item-Total Correlation shows the value of the correlation between each point score total on the tabulation of answers respondents. Validity test results from all the items variable statement conflict, performance evaluation, career development, and performance stated valid (invalid) because all coefficient value is greater than 0.30.

4.3. Reliability tests

Table 4.3
Reliability Tests

Variable	Cronbach's Alpha	N of Items
Conflict (X1)	.859	10
Performance Appraisal (X2)	.937	10
Career Development (X3)	.896	10
Employee's Performance (Y)	.861	10

The items of questionnaire declared reliable when the respondent's answer to the questionnaire is consistent [8]. In this research questionnaire to determine reliable or not by using the Cronbach's Alpha. The questionnaire was reliable if the Cronbach's Alpha > 0.60 and not reliable if the Cronbach's Alpha < 0.60. From the table of Reliability results known the value of Cronbach's Alpha from each variable is greater than 0.60. Conflict variable is 0.859 > 0.60, Performance Appraisal variable is 0.937 > 0.60. Career development variable is 0.896 > 0.60. The variable of employee's performance is 0.861 > 0.60. It concluded that all variables were reliable.

4.4. Testing Data Normality, Multicollinearity, Heterocedastisitas Tests

From the results test of normality data with using PP Plots, the points of data for the dependent variable (the employee's performance) spread around at diagonal lines, so the data has normally been distributing.

Figure 4.1
P-P Plots
Normality Test of Employee’s Performance

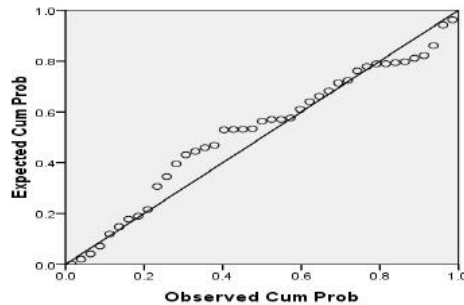
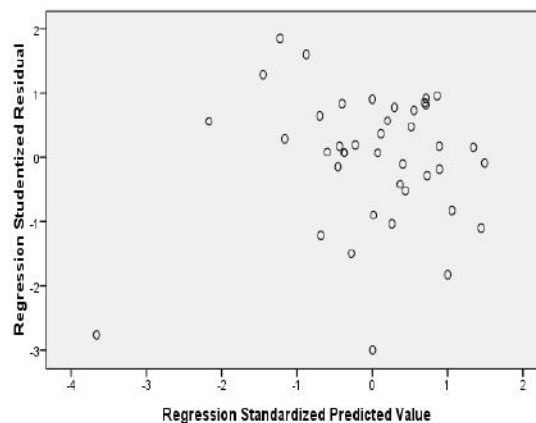


Table 4.4
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Conflict	.990	1.010
Performance appraisal	5,959	1.043
Career Development	.957	1.045

From the table, the result showed that the values of tolerance approach 1 and the value of VIF under ten for all variables.

Figure 4.2
Scatterplot



The testing showed that the regression model was free from heteroscedasticity. This result described that the points were spread at random and the image did not establish the trend of certain lines from the scatterplot. The spread of data was around the point of zero.

4.5. Coefficient Determination

Coefficient Determination

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.854 ^a	.729	.707	286.788	1.592

B. Dependent Variables: Employees Performance

From the table of Coefficient Determination, the results of R-value is 0.729 or 72.9%.The result means that the employee's performance variable able to described by 72.9 percentage from independent variable (conflict, performance appraisal, and career development) while $(100\% - 72.9\%) = 27.1$ percentage was influenced by the other factors the outside from model.

4.6. Simultaneous Test

Table.4.6
ANOVA Test
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	819.879	3	273.293	33.228	.000 ^a
Residual	304.316	37	8.225		
Total	1124.195	40			

a. Predictors: (Constant), Conflict, Performance Appraisal, Career Development
 B. Dependent Variables: Employee's Performance

From the table, it can be seen that F-count (33.228) and F-table (2.86) and significant value $(0.000 < 0.05)$ then concluded conflict, performance appraisal, and career development have the positive effect and significant simultaneously on the employee's performance. Hence, the first hypothesis is received.

4.7 Partial Test

Table 4.7.
Partial Test
Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.203	5.144		1.789	.082
	Conflict	.851	.089	.823	9.579	.000
	Performance Appraisal	-.144	.074	-.170	-1.945	.059
	Career Development	.097	.070	.122	1,397	.171

A. Dependent Variables: Employee's Performance

The partial tests showed, how far the influence of independent variables describe the dependent variable with significance value $< 5\%$. If the significance value from $t < 0.05$. It means there is a significant impact on independent variable toward dependent.

- The influence of conflict on the employee's performance
 t-count $(9.579 > t\text{-table } 1.687)$ and significance value is $(0.000 < 0.05)$. The result showed that the influence of conflict has a positive and significant effect on the employee's performance.
- The influence of performance appraisal on the employee's performance
 t-count $-1.945 < t\text{-table } 1.687$, and significance value is $(0.590 > 0.05)$. The result showed that the influence of performance appraisal has a positive and significant effect on the employee's performance.
- The influence of career development on the employee's performance
 t-count $(1,397 < t\text{-table } 1.687)$ and significance value is $(0.171 > 0.05)$ The result showed that the influence of career development has a positive and significant effect on the employee's performance.

4.8. Multiple Linear Regression

Linear regression analysis used to find out the extent and direction of the influence of independent variables toward dependent variable. Based on the data results processing showed the following;

Table. 4.8.
Multiple Linear regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.203	5.144		1.789	.082
	Conflict	.851	.089	.823	9.579	.000
	Performance Appraisal	-.144	.074	-.170	-1.945	.059
	Career Development	.097	.070	.122	1,397	.171

From the results the multiple regression linear as follows: $Y = 9.203 + 0.851X1 - 0.144X2 + 0.097X3 + \epsilon$

5. DISCUSSION:

5.1. The effect of Conflicts, Performance Appraisal and Career Development on the employee’s performance simultaneously

From the test results that conflict, performance appraisal, and career development have the positive and significant effect on the employee's performance simultaneously. The interaction is called the communication between individuals that one with the other is undeniable will generate conflicts on a different level. Furthermore, performance appraisal should not be understood in a narrow sense but can produce varied types of performance measured through many ways. The key is with often measure the performance and use the information to corrections. In an assessment of the difference occurs the result caused by the way people work and the achievements of the employees. Career development in general a career rises vertically from one level of certain job advance to the next level. So an employee is expected to explore a certain job field and then occupy the higher.

5.2 The effect of Conflicts, Performance Appraisal and Career Development on the employee’s performance partially

Based on the test results, conflicts have a positive and significant effect on the employee's performance partially. The conflict in an organization is determined by the perception of the individual or group. If they are not aware that there is a conflict in an organization or company. Conflict is not considered there and if they perceived it within the organization has no conflict, and the conflict has become a reality. Performance appraisal does not have a positive and significant effect on the employee's performance partially. Performance appraisal to evaluate employee work achievement behavior and specify the next wisdom. The evaluation or assessment of the behavior includes the assessment of the loyalty, leadership, cooperation, dedication and participation of employees by itself. Career development does not have a positive and significant effect on the employee's performance partially. Career development by an organization or company to assist the participation of working venues.

6. CONCLUSION:

This study concluded that conflict, performance appraisal, and career development have the positive and significant effect on the employee's performance simultaneously. The conflict has a positive and significant effect on the employee's performance partially, while performance appraisal and career development did not have the significant effect on the employee's performance partially. Now the suggestion that the author provides based on the results of this research are as follows:

For the company to pay more attention to a small conflict that occurred that have an adverse impacts free products division team due to the conflict can reduce the feeling of togetherness. The work assessment is done periodically and opens our employees to see the results which have been achieved. Furthermore, performance assessment should not be understood in a narrow sense but can produce varied types of performance measured through many ways. The key is with often measure the performance and use the information to corrections. In an assessment of the difference occurs the result caused by the way people work and the achievements of the employees. Career Development a career rise vertically from one level of certain job advance to the next level. So an employee is expected to explore a certain job field and then occupy the higher. In career development seen competent employees and the potential to advance to the next level and directed to the vision and mission of the company can be run according to that has been assigned. For the next research, which is expected to add an indicator of conflict variable, work assessment and career development and the performance of the employees to obtain more accurate results.

7. ACKNOWLEDGEMENTS:

I gratefully acknowledge the financial support from Universitas Pembangunan Panca Budi, and I would like to gratefully and sincerely thank to Mr. Muhammad Dharma Tuah Putra Nasution for his helpfull

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