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THE INFLUENCE OF CONFLICT MANAGEMENT STRATEGIES AND SOCIAL SUPPORT ON EMPLOYEE WELFARE IN THE WORK ENVIRONMENT OF PT COURIERINDO SUKSES MAKMUR CARGO SOUTH JAKARTA

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ABSTRACT

The purpose of this research is to determine the influence of conflict management strategies and social support on employee welfare at PT. Courierindo Sukses Makmur. The population and sample in this study were employees of PT. Courierindo Sukses Makmur. This research method uses quantitative methods with data collection techniques using questionnaires and measurements using a Likert scale. The data analysis method uses descriptive analysis using SPSS 27.0 software. The results of research with a level of 5% found that partially (t test) conflict management strategies had a significant and significant effect on employee welfare, social support had an insignificant effect on employee welfare. Simultaneously (Test F) conflict management strategies and social support have a significant effect on employee welfare.

Keywords: Conflict Management Strategies, Social Support and Employee Welfare.

INTRODUCTION

In any organization, conflict is inevitable, and its presence is always present. Therefore, conflict management within a company is crucial. Conflict can be defined as an interaction process involving two or more individuals, or two groups, with conflicting views and goals. Each employee brings different creativity, mindsets, activities, and characteristics, which can trigger competition or tension in the workplace.

PT CSM Cargo is a shipping service company that pioneers the concept of low-cost and fast cargo in Indonesia. PT CSM Cargo serves land and sea shipments, as well as the delivery of vehicles and heavy equipment. Furthermore, conflict in the workplace is a challenge that can disrupt employee well-being and the overall success of the organization. Efficient conflict management is key to creating a conducive working environment where employees can work harmoniously and productively. Therefore, a thorough understanding of conflict management strategies and social support appropriate to the context of PT CSM Cargo is crucial.

According to pre-survey results, the statement "I feel happy that employees at PT CSM Cargo often work together to resolve conflicts" was answered by 14%. "I feel happy that management provides time and space for employees to discuss and resolve their differences," received a response of 20% of respondents. The statement that "I feel happy that employees feel comfortable expressing their opinions during conflict" received neutral or disagree responses from 12% of respondents. The data indicates that most indicate positive outcomes, but some still have low and others high levels.

In addition to conflict management, social support also plays a crucial role in improving employee well-being. Strong social support from coworkers, superiors, and the overall work environment can provide a sense of security, increase motivation, and help employees cope with work pressure. This social support can take the form of emotional, instrumental, or informational support, all of which contribute to employees' psychological and professional well-being.

As previously stated, this study aims to examine "The Effect of Conflict Management Strategies and Social Support on Employee Well-being in the Workplace of PT CourierIndo Sukses Makmur (CSM) Cargo."

RESEARCH METHOD

This research employed quantitative methods, with data collection using questionnaires and measurement using a Likert scale. Data analysis employed descriptive analysis using PLS SEM (a mixed formative and reflective model) using SmartPLS 3.0 software. The population in this study was 47 employees, representing the employee population of PT Courierindo Sukses Makmur Cargo, South Jakarta.

RESULTS AND DISCUSSION

Descriptive Statistical Tests

In statistics, this description includes the method of presenting data in tabular form, as well as determining values such as the average (mean), range, standard deviation, mode, and median.

Table 1
Descriptive Statistics Test
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Conflict Management Strategies	47	14	25	17.30	2.562
Social Support	47	13	25	17.72	2.593
Employee Welfare	47	12	25	17.06	3.096
Valid N (listwise)	47				

Based on descriptive statistics from 47 respondents, the mean score for the conflict management strategy variable was 17.30 with a standard deviation of 2.562. This indicates that respondents tend to have a uniform view on conflict management strategies, with moderate variation in their assessments. For the social support variable, the mean score was 17.72 with a standard deviation of 2.593, indicating that respondents felt they received social support with a similar level of variation. Meanwhile, for the Employee Well-being variable, the mean score was 17.06 with a standard deviation of 3.096, indicating that there was slightly more variation in assessments related to Employee Well-being compared to the other two variables. The range of scores for all variables, which was between 12 and 25, indicated moderate variation in respondents' answers, indicating that respondents had varied but not extreme views on conflict management strategies, social support, and Employee Well-being.

Data Validity Test Results

Table 2
Conflict Management Strategy Validity Test

No	Konstruk Penilaian	Person Correlation	R Tabel	Ket
1	SMK1	722	288	Valid
2	SMK2	634	288	Valid
3	SMK3	707	288	Valid
4	SMK4	643	288	Valid
5	SMK5	708	288	Valid

Source: Data processed by researchers, 2024

All assessment constructs for the Conflict Management Strategy (hereinafter referred to as SMK) were declared valid because the Pearson correlation value for each construct was higher than the table's r value of 0.288. Specifically, SMK1 had a correlation value of 0.722, SMK2 0.634, SMK3 0.707, SMK4 0.643, and SMK5 0.708. These correlation values indicate a strong and valid relationship between these assessment constructs and the measured variables. With all assessment constructs indicating correlation values exceeding the validity threshold, it can be concluded that overall, all SMK assessment constructs have strong validity. This indicates that these constructs consistently reflect the intended concepts and can be relied upon to measure relevant aspects of SMK.

Employee Welfare Validity Test

Table 3
Employee Welfare Validity Test

No	Assessment Construct	Person Correlation	R Tabel	Ket
1	KK1	799	288	Valid
2	KK2	855	288	Valid
3	KK3	804	288	Valid
4	KK4	859	288	Valid
5	KK5	583	288	Valid

All employee well-being assessment constructs, hereinafter referred to as KK, were declared valid because the Pearson correlation for each construct exceeded the table's r value of 0.288.

Specifically, KK1 had a correlation value of 0.799, KK2 0.855, KK3 0.804, and KK4 0.859. These values indicate a very strong and valid correlation between the assessment constructs and the measured variables, reflecting the consistency and strength of the significant relationship. Although KK5 had a lower correlation value than the other constructs, namely 0.583, this value still indicates good validity and a relatively strong relationship. Overall, all KK assessment constructs indicated high validity, indicating that they consistently reflect the intended concept and can be relied upon to measure relevant aspects of KK. This high validity ensures that the measuring instrument used can be trusted to provide accurate and consistent results.

Table 4
Test Relibialitas

No. Variabel	Cronbach's Alpha	Keterangan
Conflict Management (X1)	0.772	Reliable
Social Support (X2)	0.784	Reliable
Employee welfare (Y)	0.798	Reliable

Based on the Cronbach's Alpha values obtained, all variables in this study were declared reliable. The Conflict Management Strategy variable (X1) had a Cronbach's Alpha of 0.772, indicating a good level of internal consistency and reliability in measuring aspects related to conflict management. Social Support (X2) had a Cronbach's Alpha of 0.784, indicating that the social support measurement instrument also has high reliability and consistency. Meanwhile, Employee Well-being (Y) indicated a Cronbach's Alpha of 0.798, reflecting a very good level of internal consistency in measuring employee well-being. Overall, the Cronbach's Alpha values obtained for these three variables indicate that the instrument used in this study has high reliability and can be relied upon to deliver consistent results.

Test Normalitas

Table 5
Test Normalitas
One-Sample Kolmogorov-Smirnov Test

		Abs_Res
N		47
Normal Parameters[a,b]	Mean	1.3828
	Std. Deviation	1.07923
Most Extreme Differences	Absolute	.101
	Positive	.098
	Negative	-.101
Test Statistic		.101
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Data processed by researchers, 2024

The Kolmogorov-Smirnov test results indicate a test statistic of 0.101 with a significance level (p-value) of 0.200. Because this significance level is greater than the 0.05 threshold, it can be concluded that the data do not deviate significantly from a normal distribution. This means that the data distribution in this study does not indicate a significant deviation from normality. In other words, the data can be considered normally distributed, allowing the use of parametric statistical methods that require the assumption of normality for further analysis. The presence of normality supports the validity and reliability of the statistical analysis results performed on the data.

Test Multikolinearitas

Table 6
Test Multikolinearitas
Coefficients[a]

Model		Collinearity Statistics Tolerance	VIF
1	Conflict Management Strategies	.709	1.411
	Social Support	.709	1.411

a. Dependent Variable: Employee welfare

Source: Data processed by researchers, 2024

The coefficient analysis results indicate that the Tolerance value for both variables, namely Conflict Management Strategy and Social Support, is 0.709, and the Variance Inflation Factor (VIF) value is 1.411. A Tolerance value greater than 0.1, and a VIF value well below 10, indicate that there is no significant multicollinearity problem with the independent variables in the model. This means that there is no significant linear correlation with the independent variables that could affect the stability of the coefficient estimates in the regression model. In other words, the level of multicollinearity in this model is relatively low, which supports the validity of the regression analysis results and ensures that each independent variable makes a separate and significant contribution to the model.

Tabel 7
Test Heteroskedastisitas
Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.821	1.264		.649	.519
	Conflict Management Strategies	-.015	.075	-.035	-.195	.846
	Social Support	.046	.074	.111	.620	.538

a. Dependent Variable: ABSRES

Source: Data processed by researchers, 2024

The test results indicate that the coefficients for the Conflict Management Strategy and Social Support variables are insignificant, with p-values of 0.846 and 0.538, respectively. This p-value, which is greater than the general significance level of 0.05, indicates that there is no evidence of significant heteroscedasticity in the model. In this context, heteroscedasticity refers to inconsistent residual variability across the range of values of the independent variable. Since a high p-value indicates no significant relationship with the independent and dependent variables, this means that Conflict Management Strategy and Social Support do not have a significant impact on the dependent variable in the model. Thus, there is no indication that variations in the independent variables cause significant variations in the dependent variable, supporting that the model used can be considered stable and not affected by heteroscedasticity issues.

'est T

Table 8
Test T
Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	-2.620	2.078		-1.261	.214

	Conflict Management Strategies	.575	.123	.476	4.657	.000
	Social Support	.550	.122	.460	4.509	.000

a. Dependent Variable: Employee welfare

Source: Data processed by researchers, 2024

The results of the T-test indicate that both variables, namely Conflict Management Strategy and Social Support, have a significant influence on Employee Well-being. The T-statistic value for Conflict Management Strategy is 4.657 with a p-value of 0.000, and for Social Support, the T-value is 4.509 with a p-value of 0.000. Since the p-value for both variables is far below the significance limit of 0.05, this indicates that both variables contribute significantly to the dependent variable, namely Employee Well-being.

Test F

Table 9
Test F

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	297.366	2	148.683	45.608	.000[b]
	Residual	143.442	44	3.260		
	Total	440.809	46			
a. Dependent Variable: Employee welfare						
b. Predictors: (Constant), Social Support, Conflict Management Strategy						

Source: Data processed by researchers, 2024

The ANOVA test results indicate an F value of 45.608 with a significance value (p) of 0.000. Since this p value is far below the significance limit of 0.05, it can be concluded that the overall regression model is significant in predicting Employee Well-being. This indicates that the independent variables in the model, namely Conflict Management Strategy and Social Support, together have a significant impact on variations in the dependent variable of Employee Well-being.

Multiple Linear Regression Results

Table 10
Multiple Linear Regression Results

Variabel	Unstandardized Coefficients (B)	Standardized Coefficients (Beta)	T	Sig.	t Tabel (df = 44, α = 0.05)
Constant	-2.620	-	-1.261	0.214	2.015
Conflict Management Strategies	0.575	0.476	4.657	0.000	2.015
Social Support	0.550	0.460	4.509	0.000	2.015

Source: Data processed by researchers, 2024

Therefore, it can be concluded that this study indicates that the results of the multiple linear regression test have a significant impact on the company Courierindo Sukses Makmur, with Conflict Management Strategy and Social Support contributing positively to Employee Welfare. This indicates that these two variables substantially influence the company's performance, providing important insights to improve the effectiveness and success of the company's operations.

CONCLUSIONS

The Effect of Conflict Management Strategies on Employee Well-Being: Conflict management strategies have been shown to have a positive and significant impact on employee well-being in companies. This indicates that implementing effective strategies for managing conflict in the workplace can improve employee well-being. The positive coefficient found indicates that the better the conflict management strategy, the higher the level of well-being perceived by employees.

The Effect of Social Support on Employee Well-Being: Social support also has a positive and significant impact on employee well-being. This indicates that support provided by coworkers and superiors plays a significant role in improving employee well-being. Good social support contributes to a higher sense of satisfaction and well-being in the workplace.

The Joint Effect of Conflict Management Strategies and Social Support: Together, both Conflict Management Strategies and Social Support have a significant impact on employee well-being. The regression model indicates that both can explain 67.5% of the variation in employee well-being. This confirms the importance of these two factors in influencing employee well-being in companies.

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