ARE EMPLOYEES IN JAKARTA ABLE TO REMAIN PRODUCTIVE WHEN CONFLICT STRIKES AT WORK?

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UNDERGRADUATE THESIS

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CHAPTER I

I.1. Introduction

Joy is struggling to walk and sometimes feels pain. She suffers from an "Invisible disability". Her disability happens to be a physical boundary that is disturbing to her co-workers. One morning, her new supervisor confronted her. She was receiving a complaint against her by a co-worker who also denoted more complaints from the team. The previous boss was very understanding of Joy's disability that limits the amount of mobility. The new boss seems to be challenging to work for. Joy had to explain her disability to the new supervisor. She tried, and did not go well. In fact, she had to swallow harsh response from her new supervisor. Thereafter, Joy considered quitting. She was crushed (Yerkes).

Getting on to a different story, catching in a conflict on his own, setting out as a new employee a number of years ago was not a success. First time John met Ingrid, the first impression on her was a woman who was intimidating, wealth of knowledge, and big mouth. John was new and rather steer away from muttering quick assumptions. Ingrid stopped talking to him after six months. Getting the sense that Ingrid did not care for him, he decided to talk to her and see what was going on. (Rogers, 2013).

Unresolved conflicts can be a huge distraction. The victim of this mind-blowing annoyance is usually sensationalized to make accusations of the one who seems to be the most irritating person. Accusations are claims. They exist when you do not have evidence to support the argument. However, our perceptions and thoughts on someone may be something that is actually "how it is". We need to show proof to indicate we are the victims. Despite of breaking neck for the sake of validity, the person who is flaking out, either by rumors or someone else's existence must put aside any assumptions or accusations against the rival (Williams, 2014). A national workplace expert in California, Lynn Taylor says "'most of us remember our first days at every job because of the heightened pressure to impress." (Cain, 2018). John finally talked to Ingrid. She gave him cold response still, but this was a win for John because now he knows what bothered Ingrid and he thanked her for telling the truth. John was relieved. A while later, Ingrid's attitude towards John changed over time Ingrid neglected John at the beginning. The clash pretty much bugged John, thus he thought he should find out why Ingrid was unfriendly to him. Here, we can conclude that John was stressing himself out trying to entertain Ingrid. John would pull off his first day as a new hire if Ingrid was nicer (Rogers, 2013).

Working moms are having difficulties finding childcare, earning less, and not being exposed to gender equality at work (Osby, 2018). A doctoral degree candidate, Lakrista Cummings is struggling to find an affordable childcare. She goes to University of Illinois at Urbana-Champaign. Childcare is available at the university, but is dedicated to undergraduate students only. However, Cummings as a graduate student can get the child care assistance if she is able to work at least 30 hours per week. Fortunately, she can manage to push herself to the limit to work and study full-time. Cummings has to adjust to her tight schedule whereas the effort to facilitate her child

strictly incorporates taking 13 credits hour and work 30 hours every week (Cummings, 2018).

Financial advisors are facing more stress than average workers (Schiavo, 2018). They are the daily finance managers in our lives. Financial advisors can be described as wealth managers or financial planners. They provide guidance, such as forecast on conditional and unconditional costs, and advices, because financial advisors are meant to save clients' money when situations are complex, to recover wealth (Glassman, 2017), and to prepare clients for the unexpected (Demasters, 2018). The job helps others maintain finance situations, thus financial advisors are playing two roles: friend and therapist. Susan Brown, an advisor at Wells Fargo says "they've grown to be my friends and I am genuinely upset and stressed out when I hear about some of their personal challenges. When I learned, for example, that seven clients were diagnosed with cancer or a serious health issue over a six-month period, it emotionally flattened me." Brown is emotionally engaged to her clients. Professionalism encourages her to maintain associations with her clients. In order to retain the relationship, her energy is focused on selling the service by understanding clients' concerns to come up with evaluations, yet Brown as an advisor has to propose credible suggestions to her clients. In addition to professionalism, Brown has to deliver services that are appropriate, respecting compliance and regulations (Schiavo, 2018).

New and more responsibility are inevitable facts in everyday life of an employee (Joseph, 2018). Human resources management in conventional workplace are facing major challenges handling millennial. Millennial has administered their own expectations, priority, and work ethic as a motivation to channel creative energy towards impact on workplace and society (Jakatdar, 2016). A new focus in human resources management is to make millennial feel included. 78% employees are willing to work harder if colleagues and employers appreciate their work. Craving recognition is a human instinct. Recognition is a credit that outlines appreciation, showing what they do matters (Bell, 2018).

Jakarta is the most populous city in Indonesia as it is the capital city and the center of politics and business (Indonesian-Investments, 2017). Indonesian employees are somehow different compared to employees in other countries. They are classified as particular group of employees. Most Indonesians will not oppose a disagreement, especially someone holding a higher position is involved in the debate. More interesting is when business becomes personal. Relationships among employees, and relationships between employees and their employers are very important in most places in Indonesia. Every employee is highly recommended to build a very strong personal connection or friendship with fellow employees (Aivarhiio, 2017). Paying low can be a disaster to a relationship between employee and employer, but is that employee willing to complain and risk the relationship, or is he/she going to speak up to get higher salary for the sake of better performance?

I.2. Research Problems
These are research problems to be investigated in this research:
1.   To identify several conflict resolution methods to overcome stress caused by

problems that have the chance to hinder productivity.

2.   To indicate the most effective conflict resolution methods, in which most employees prefer to implement in the process of managing conflict.

3.   To explain the significance of managing stress to performance at work.

I.3. Research Questions

Referring to research problems above, the following research questions are formulated:

1.   Question #1: what are the several conflict resolution methods to overcome stress caused by problems that have the chance to hinder productivity?

2.   Question #2: what are the most effective methods to manage level of stress at work?

3.   Question #3: how does stress affect performance at work?

CHAPTER II

II.1. Literature Review

Conflict can be described as a disagreement between two or multiple parties. The phenomenon is caused by several factors, such as economic, value, and power. Varied sets of principles will spring up conflict because of the diversified ideals (Evans, 2013). Furthermore, conflict at work can cause burden in head, or in other words, stress. This chapter draws theoretical aspects and specifically portrays conflict into one particular variable in conflict, which is conflict in the workplace.

II.1.2. Conflict in a Workplace

Conflict occurs in every workplace. It is a normal phenomenon. There is always a drama that frustrates an individual. People are always irritated when they are pushed into disagreement. Common factors that initiate conflict are:

1.   Poor communication (Johnson, 2018)

The potential to create conflict presents when there is a misunderstanding in words and actions that involves two or multiple parties (McQuerrey, 2018).A successful project relies upon communication. Communication engages two parts: sender and receiver. Highly effective communication provides greater chance to score a success (Quick Base, 2015). Communication is exchanging information. To pull off an effective communication, sender and receiver must obtain emotion and intentions behind the information, and they have to understand each other's emotion and intentions in order to coherently forward a message (Robinson, Segal, & Smith, 2018). Conflict slightly comes into play when receiver does not catch the actual input from sender whereas he/she is going to deliver a different message. The sender is expecting a result that is being conveyed differently by the receiver. In the end, there will be a project failure (Quick Base, 2015).

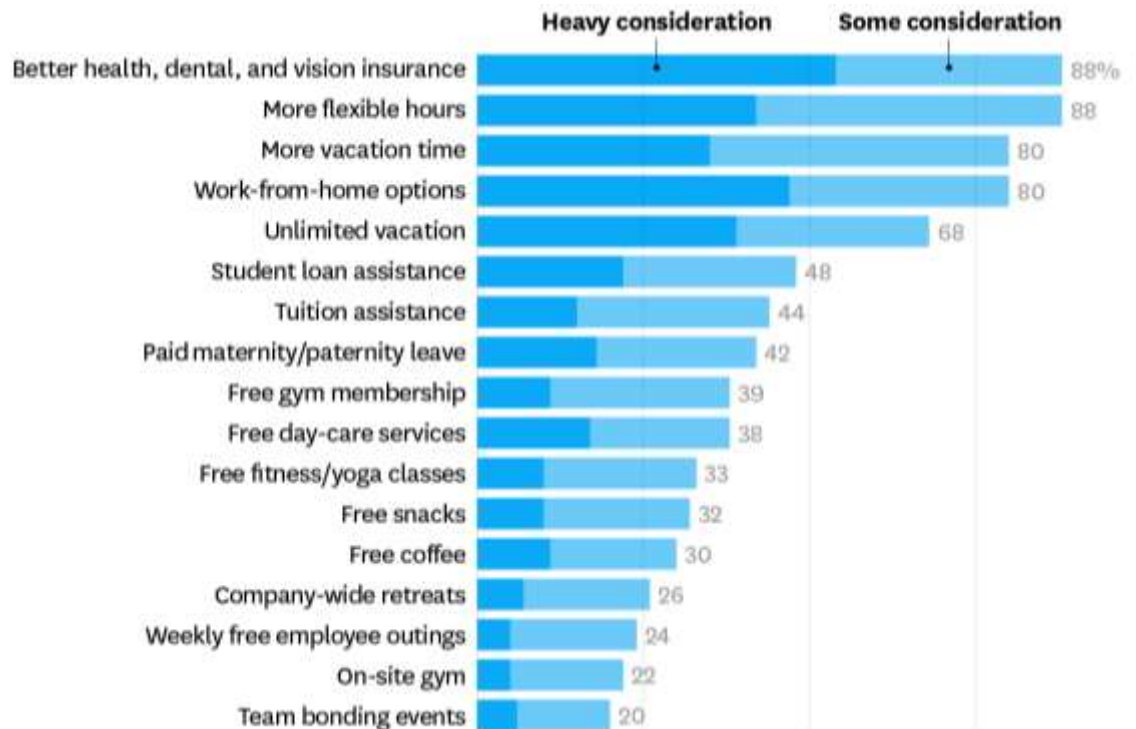2.   Different personalities (Johnson, 2018)

Personality in the workplace breaks down into some characteristics: introvert (Patel, 2017), extrovert, agreeable, conscientious, open to experience, and the stabilized emotions (Markman, 2014). Taking one character into account, introverts cannot be pushed to engage socially. They tend to discharge themselves when out-of-business (Patel, 2017). Getting the most out of employees can either be an achievement, or a problem that threatens to decrease office productivity (Patel, 2017). Controlling team and boost their productivity can be challenging because there are several personality types in every team (Figliuolo, 2015). It indicates a fact that states every person's capacity to understand what others are doing is dissimilar to another person's capacity. Moreover, what other people do may differ from what we do (Markman, 2014).

3.   Different values (Johnson, 2018)

Employee's satisfaction hangs onto core values, whereas one's value differs from others'. These values are beliefs. In most organizations, tolerating different beliefs is a challenge (Stuart, 2017). For instance, benefits that company offers. Benefits are

incentives; generous package to attract and retain top employees. Benefits that employees value the most are insurance, flexible hours, facilities, work-from-home options, and many more (Jones, 2017).

Figure 1. Benefits that are Most Valued by Job Seekers

Heavy consideration | Some consideration

Better health, dental, and vision insurance	88%
More flexible hours	88
More vacation time	80
Work-from-home options	80
Unlimited vacation	68
Student loan assistance	48
Tuition assistance	44
Paid maternity/paternity leave	42
Free gym membership	39
Free day-care services	38
Free fitness/yoga classes	33
Free snacks	32
Free coffee	30
Company-wide retreats	26
Weekly free employee outings	24
On-site gym	22
Team bonding events	20

Source: (Jones, 2017)

Values can also be beliefs. When problem occurs, some people may hold a certain belief; trying to resolve using a method that they think it will be effective, while the rest are sticking to superior's or corporate's values. Serious problems can arise, if the value results in unethical behavior, such as illegal transmission (Stuart, 2017).

4.   Competition (Johnson, 2018)
Work lives cannot remove competition between employees. Recognition, bonuses, and promotion are input to competition. Employees accomplish objectives in different ways. Individual measures their capability to achieve project success appears through competition (Steinhage, Cable, & Wardley, 2017).

II.1.4. How to Remain Productive when Dealing with Stress
        Basic universal needs encompass theory of positions, interests and needs. Persuasion to interests uses scheme conforming to positions that people believe will entertain their interests and needs (Snoeck, et al., 2011). Each level occupies certain professional experience and talents, thus dispute in each level of management differs (Witt, 2015).

Conflict in the workplace is always a distraction, but should be ignored in order to stay organized in the process of running a project, and not to leave things messy. Individuals should know how to deal with conflict in general, no matter which position they are placed in. Common tips for individuals to hinder conflict in the workplace are they must define acceptable behavior, prevent conflict by identifying natural tension that has the possibility to begin unnecessary conflict, and view conflict as an opportunity instead of something to avoid (Myatt, 2012).

II.1.4. Table of Previous Studies

Table 1. Previous Studies

Title of Research or Article	Variables & Sub-Variables	Findings
1. Work-Life Balance – Implications for Working Women (Sundaresan, 2014)	Work-life Balance • Personal Life • Professional Life Factors Affecting Work-life Balance • Excessive Work Pressure • Too Little Time for Self • Need to Satisfy Others Expectations Consequences of Poor Work-life Balance • Inability to Balance Work and Personal Life	Excessive work pressure, having too little time to entertain one's self, and the commitment to satisfy others are affecting work-life balance. The consequence would be living a poor work-life balance, where individuals are unable to balance work and personal life.
2. Workplace Conflict: Constructive or Destructive (Riaz & Juniad, 2015)	Workplace Conflict • Constructive Conflict • Destructive Conflict Factors That Cause Conflict in the Workplace • Values • Political Preferences • Religious Beliefs • Perception • World Views	Findings explain that workplace conflict is rather destructive because of competition.

Title of Research or Article	Variables & Sub-Variables	Findings
3. Justice or Just between Us? Empirical Evidence of the Trade-Off between Procedural and Interactional Justice in Workplace Dispute (Eigen & Litwin, 2012)	Work-life Balance • Individual's Personal Life • Individual's Professional Life Variable 2: Poor Work-life Balance • Job Spill Over Into Home • Home Spill Over into Job	
4. Impact of Stress on Job Performance: An Empirical Study of the Employees of Private Sector Universities of Karachi, Pakistan (Warraich, Ahmed, Ahmad, & Imamuddin, 2014)	Job Performance • Workload • Role Conflict • Inadequate Monetary Reward	This study believes workload, role conflict, and inadequate monetary reward are causing stress, and have significant impact on job performance. The sample size managed to get 133 respondents for this research. End results, however, present a negative relationship between each factor and job performance. The determination shows that stress is only 22.8% affecting job performance. It formulates a weak knot that engages the dependent variable to its supporting variables.
5. Playing the Fertility Game at Work: An Equilibrium Model of Peer Effects (Ciliberto & Miller, 2016)	Workplace Peer Effects • Fertility Rates • Female Labor Market	Population growth is an issue in the workforce. Larger group of people in labor market can be a problem to employment, whereas female workers are externally forced to decide whether they need to control birth or have

Title of Research or Article	Variables & Sub-Variables	Findings
		children. This becomes a conflict among female employees as fertility here is a result of interactions among co-workers. The findings show the opposite. Peer effects is not a factor that strongly puts individual into fertilization.

II.1.5. Research Model and Hypothesis

Figure below shows research model of this study. This research attempts to examine the effectiveness of each conflict resolution method that overcomes stress at work. Stress is a destructive distraction that has the chance to affect job performance. Although job performance can present a defected outcome through undefeatable stress, it all depends on how individual pounds the obstacles. If the tension is unbearable, work will be unmanageable which results in a decline in productivity. The other way around, if the employee can undertake solutions to cool down, he/she will be able to disembark the stress. In the end, productivity level remains steady, even better, increases.

According to the following research method, this study attempts to investigate further research on the following hypotheses:

H_0:	Level of stress strongly influences performance at work.

H_1:	Level of stress does not strongly influence performance at work

Figure 2. Research Model
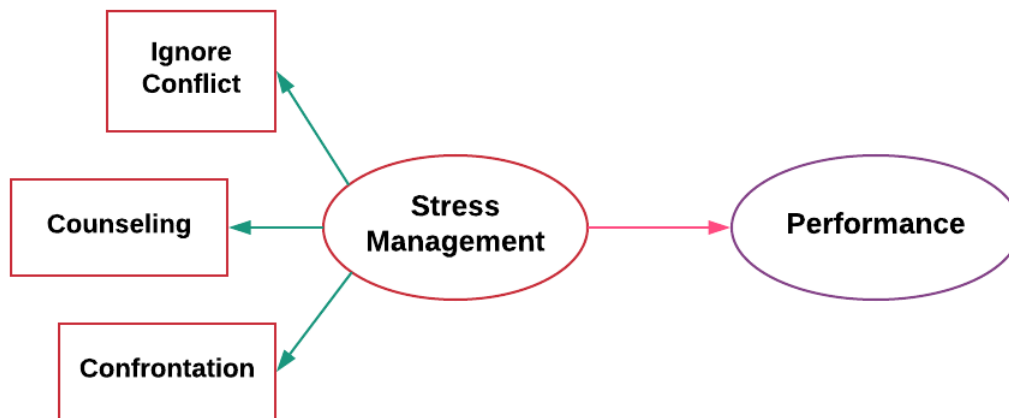
CHAPTER III

III.1. Research Methodology

Online questionnaire is the best method to reach out to respondents. Target population for this research are employees working in all kinds of sectors in Jakarta. The number of employed people in Jakarta is 5.18 million (ANTARA News, 2016). Based on calculation, required sample size for this research is 385 respondents.

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of running a project, and not to leave things messy. Individuals should know how to deal with conflict in general, no matter which position they are placed in. Common tips for individuals to hinder conflict in the workplace are they must define acceptable behavior, prevent conflict by identifying natural tension that has the possibility to begin unnecessary conflict, and view conflict as an opportunity instead of something to avoid (Myatt, 2012).

II.14. Research Model and Hypothesis

Figure below shows research model of this study. This research attempts to examine the effectiveness of each conflict resolution method that overcomes stress at work. Stress is a destructive distraction that has the chance to affect job performance. Although job performance can present a defected outcome through undefeatable stress, it all depends on how individual pounds the obstacles. If the tension is unbearable, work will be unmanageable which results in a decline in productivity. The other way around, if the employee can undertake solutions to cool down, he/she will be able to disembark the stress. In the end, productivity level remains steady, even better, increases.

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hypotheses:

H0: Level of stress strongly influences performance at work.

H1: Level of stress does not strongly influence performance at work

Online questionnaire is the best method to reach out to respondents. Target population for this research are

employees working in all kinds of sectors in Jakarta. The number of employed people in Jakarta is 5.18 million

(ANTARA News, 2016). Based on calculation, required sample size for this research is 385 respondents.