



Effect Of Conflict Management And Performance Evaluation On Human Resource Development At Indomaret In Walmas

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ABSTRACT

This study aims to analyze the influence of conflict management and performance evaluation on human resource development in Indomaret in Walenrang Lamasi in 2024. The research method uses quantitative methods. The data research analysis used was multiple linear regression analysis. This study was conducted with 46 respondents with results showing an R2 value of 0.543 and a simultaneous significance of $p < 0.05$, which confirms the positive influence of conflict management and performance evaluation on human resource development. Data was collected through questionnaires and data analysis using IBM SPSS Statistics. The findings of the study reveal that conflict management has a positive and significant effect on human resource development. Performance evaluation has a positive and significant effect on human resource development. Effective conflict management is expected to create a harmonious work environment, while proper performance evaluation can encourage improvement and improvement of individual competencies. This research explores how the two factors interact and contribute to the development of quality human resources, which in turn supports the achievement of organizational goals.

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INTRODUCTION

The main motivation for writing this paper is to make a theoretical and practical contribution on how conflict management and performance evaluation can simultaneously play a role in improving the quality of human resources, ultimately supporting the success of the organization. The writing of this paper is driven by the need for companies in an era of fierce competition to develop quality human resources, with a focus on the role of conflict management and performance evaluation in supporting the improvement of employee competencies at Indomaret in Walmas.

The purpose of this study is to analyze and explain the influence of conflict management and performance evaluation on human resource development in Indomaret employees throughout Walenrang Lamasi (Walmas). This research was conducted to find out the extent to

which conflict management applied in organizations can create a harmonious work environment and support the improvement of individual qualities. In addition, this study also aims to understand the role of performance evaluations that are carried out in a structured and periodic manner in encouraging the improvement of employee competence, productivity, and work motivation. Thus, through this study, it is hoped that a comprehensive picture can be obtained of how these two factors—conflict management and performance evaluation—simultaneously affect human resource development which ultimately contributes to the achievement of organizational goals. In this study, the theory used to explain the relationship between conflict management, performance evaluation, and human resource development refers to basic concepts in organizational management and work behavior. Conflict management theory states that conflicts in organizations are not always negative, but if managed properly, they can actually be a source of innovation, strengthen cooperation, and improve the quality of decision-making (Bintari & Musyarapah, 2023; Fauzi, 2023). According to Thite (2022), the integration of digital-based performance evaluation plays an important role in supporting the efficiency of human resource development in the modern retail sector."

METHOD

This research is a research with a quantitative approach, which is useful to find out what is contained in the population and the sample in the study. Data collection also uses a measuring tool that is a questionnaire or questionnaire, so that the test can be determined. The population in this study is employees at Indomaret Se-Walmas who want to be researched by researchers. The population that will be used for the research is as many as 46 employees. A sample is a part of the population being studied and is referred to as a sample study if the researcher wants to generalize. According to this study, the population is less than 100 respondents, so the author takes 100% of the employee population of Indomaret Se-Walmas, which is 46 respondents. The data source that can be used comes from Primary Data; obtained directly from the Indomaret location, by distributing questionnaires and Secondary Data; Data that has been collected, processed, and published by other parties, is not directly collected by researchers for specific research. In this study, the questionnaire was measured using a 5-point likert scale from 1 (strongly agree) to 5 (strongly disagree). The data analysis methods used consisted of; Validity and Reliability Test, Multiple Linear Regression Test, Statistical Test t, Statistical Test F. Following, the table of Operationalization of variables (X¹, X₂, X₃).

Table 1.1 Data analysis methods

Variabel		Indicator	Measurement Scale
Conflict Management (X ₁)	1.	Resource Limitations	Likert
	2.	Organizational Structure	
	3.	Communication	
	4.	Individual Differences	
Performance Evaluation (X ₂)	1.	Target Achievement	
	2.	Process Efficiency	

Human resource development (Y)	3.	Customer Satisfaction	Likert
	4.	Individual and Team Productivity	
	1.	Employee work performance	
	2.	Employee Discipline	
	3.	Employee Attendance	Likert
	4.	Level Damage to Production, Tools, and Machinery	

Validity Test & Reliability Test

In statistical analysis, in addition to testing whether the data is normally distributed, it is also important to ensure that the data obtained is reliable and consistent even if it is measured repeatedly. According to Janna and Herianto (2021), validity test is a method used to measure the accuracy of instruments in collecting data. This test is generally applied to assess the extent to which the questions in the questionnaire are able to represent the information to be collected. Reliability is a measure used to evaluate constructs. A questionnaire is considered reliable if a person's answers to statements are consistent or stable over time. Factors that affect the reliability of a test are stability, consistency, predictability, and accuracy. Measurements that can produce reliable data are referred to as measurements that have high reliability (Arsi, 2021).

Multiple Linear Regression Test

Multiple linear regression analysis is used to calculate the direction and influence of more than one independent variable. Regression analysis is used to measure how much influence there is between independent variables and bound variables. This analysis is called simple linear regression if there is only one independent variable and one bound variable, but if there is more than one independent variable or bound variable, then it is called multiple linear regression (Syarifuddin & Ibnu, 2022). The formulas used in multiple regression linear analysis are:

$$Y = a + B_1X_1 + B_2X_2 + e$$

Information:

Y = Human resource development

a = Coefasia Constanta

B₁ – B₂ = Regression Coefficient

X₁ = Conflict Management

X₂ = Performance

Evaluation

e = Standard Error

Statistical Test T

Using SPSS, a statistical test of T can be performed to show how much an independent variable affects the explanation of each dependent variable. In addition, the T test can be performed

simply by looking at the significance value of T for each variable shown on the output of the regression result. If the probability value is less than 0.05 (for a significance level of 5%), then the independent variable affects the dependent variable as a whole. Conversely, if the probability value is greater than 0.05, then the independent variable has no effect on the dependent variable as a whole.

Statistical Test F

The purpose of this test is to prove that there are 2 independent variables (X) that affect the dependent (Y) at the same time. In cases where the calculated value of F is greater than the value of the table, then H_0 is rejected and H_a is accepted, indicating that the independent variable has a significant influence of 5%. In addition, in cases where the value of F is calculated to be smaller than the value of the table, then all independent variables have dependent variables.

RESULTS AND DISCUSSION

RESULT

Table 1.2 Respondent Description

Number of Respondents	Information
46	Total Responden
46	Responden Valid
0	Invalid Respondent

Source: Research Questionnaire (2024)

The research, which was carried out from January to February 2024, managed to collect 46 respondents, all of whom were declared valid. This research uses a quantitative approach in its implementation.

Table 1.3 Reliability Test Results

Variabel	Crombach's Alpha	Standard	Ket.
Conflict Management (X1), Performance Evaluation (X2), HR Development (Y)	0,717 0,735 0,663	0,60 0,60 0,60	Reliabel

Source: Research Questionnaire (2024)

Table 1.4 SPSS Multiple Linear Regression Analysis Output Results

	Unstandardized Coefficients	t	Itself	Result
(Constant)	7,459	3,847	0,000	Accepted
Conflict Management	0,257	2,109	0,000	Accepted
Performance Evaluation	0,382	2,972	0,000	Accepted
N = 46				
F = 25,536				
Sig. F = 0.000b				
R2 = 0,543				
Adjust R2 = 0,522				

Source: SPSS processed output results

Based on table 2 above, it can be stated that the regression equation for the influence of conflict management and performance evaluation on human resource development is as follows:

$$Y = 7.459 + 0.257X_1 + 0.382X_2$$

Information:

Y	= Human resource development
a	= Coefasia Constanta
B1 – B2	= Regression Coefficient
X1	= Conflict Management
X2	= Performance Evaluation
e	= Standard Error

Based on the above equation, it can be concluded that:

The constant value is 7.459, meaning that if the variable (conflict management and performance evaluation) is 0 (has no effect at all), then the HR Development value is 7.459. The regression coefficient of the conflict management variable has a b1 value of 0.257 and has a positive direction in its effect on performance evaluation. This means that if there is an increase in the conflict management variable, the performance evaluation variable will increase by 0.257. The regression coefficient of the Performance Evaluation variable has a b2 value of 0.382 and has a positive direction in its influence on Human Resources Development. This means that if there is an increase in the HR Development variable, the Performance Evaluation variable will increase by 0.382.

This t-test test is performed to determine how much influence the variable partially affects the bound variable. The first hypothesis is known for the variable Conflict Management (X1), t calculate, 2.109 > t table 2.015 with a significant 0.000 < 0.05 meaning that Conflict Management has an effect on Human Resources Development (Y). The second hypothesis is known for the variable Performance Evaluation (X2) t count 2.972 > t table 2.015 with a significant 0.005 < 0.05 meaning that Performance Evaluation has an effect on HR Development (Y). This simultaneous significant test

(F-test) is performed in order to determine whether the bound variables and all the independent variables in the model are affected simultaneously. In the context of research, the F test can help determine whether the regression model used is appropriate and relevant.

It can be seen that the value of F calculates as 25.536. Furthermore, this value will be compared with the value of F table 3.214 with a significance level of 0.05 where F is calculated to be greater than F table ($25.536 > 3.214$) and a significance of $0.000 < 0.05$ meaning that the simultaneous influence between the variables of Conflict Management (X1) and Performance Evaluation (X2) on Human Resources Development (Y) in Indomaret Se-Walmas.

Table 1.4 Summary of Hypothesis Test Results

Hipotesis Variabel	t Count	Sig.	Results	Information
H ₁ Conflict Management → Human Resources Development	2,109	0,000	Accepted	Positive and significant effect
H ₂ Performance Evaluation → Human Resources Development	2,972	0,000	Accepted	Positive and significant effect

Source: Research Questionnaire (2024)

DISCUSSION

The Influence of Conflict Management on Human Resources Development at Indomaret Se-Walmas.

From the results of this study, it can be explained that the independent variable of Conflict Management has a positive and significant influence on the dependent variable of Human Resources Development. Based on statistical calculations, it can be argued that the value of F calculates $> F$ of the table. These results show that hypothesis 1 of this study is accepted, meaning that Conflict Management has an effect on Human Resource Development. In general, in a hypothesis test, if the p-value is smaller than the significance level of 0.05, this indicates that there is a significant influence. With a p-value of 0.000, which is much smaller than 0.05, this suggests that the results found are highly unlikely to have happened by chance, and therefore, the research is considered significant. The results show that conflict management (X₁) and performance evaluation (X₂) have a positive and significant effect on human resource development (Y). This finding is very much in line with the Human Capital Theory developed by Becker (2020), which states that: Human resource development is a form of organizational investment to increase employee productivity, skills, and capabilities.

The more effective the conflict management that is implemented, the more optimal the human resource development that can be achieved. The results of this study are in line with previous research where the relationship between Conflict Management and Human Resource Development has a significant influence. (Andanan, 2018). The results of this study are also supported by the conflict management theory from (Shoalihin et al., 2024), which explains that good and correct conflict management will greatly affect the success of developing human resources.

The Effect of Performance Evaluation on Human Resource Development

From the results of this study, it can be explained that Performance Evaluation has a positive and significant influence on Human Resource Development. This is because t calculates $> t$ table. These results show that hypothesis 2 of this study is accepted, meaning that Performance Evaluation has an effect on Human Resource Development. Thus, the differences between the groups tested were large enough to reject the null hypothesis (which states there was no difference or effect). The significance value of 0.000 is smaller than 0.05, which indicates that the results found are not

accidental, but rather significant results. This proves that the two variables complement each other in creating a work environment that is conducive to employee competency development. The results of this study are in line with research conducted by (Adawiah et al. 2022) which states that good conflict management encourages the creation of a harmonious work atmosphere, while performance evaluation provides a clear direction of development for employees. Thus, the results of this study confirm that the combination of effective conflict management and objective performance evaluation is an important strategy to strengthen the quality of human resources in organizations. The theory from (Wijaya & Sari, 2020), which states that performance evaluation is a system that is carried out periodically to review and evaluate the performance of each individual. Performance evaluations can help employees achieve their work performance consistently, which will help them earn compensation and develop their careers.

CONCLUSION

Conflict Management has a positive and significant effect on Human Resource Development. This shows that the ability of organizations or individuals to manage conflicts effectively can encourage the development of competencies, skills, and potential of human resources. Appropriately managed conflicts can be an opportunity to improve communication, collaboration, and innovation in the workplace, impacting overall HR growth. Performance Evaluation has a positive and significant effect on Human Resource Development. This means that the better the performance evaluation process is carried out, the greater the impact on improving the competence, productivity, and capabilities of human resources in the organization. Effective performance evaluation helps identify individual strengths, weaknesses, and development needs, so that the right development strategy can be designed. This research is limited to the context of modern retail in the Walmas area. Further research can expand the population in the national retail industry by adding mediating variables such as job satisfaction or organizational culture.

SUGGESTION

Organizations need to provide training to employees to manage conflicts effectively, including communication, mediation, and negotiation skills. And it is recommended to periodically monitor the human resource development program to ensure its effectiveness and adjust to the needs of organizations and individuals. Organizations need to ensure that the performance evaluation process is carried out objectively, transparently, and based on indicators relevant to each individual's job responsibilities.

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