



THE INFLUENCE OF CONFLICT BEHAVIOR AND CONFLICT MANAGEMENT ON EMPLOYEE PERFORMANCE AT PT. POS INDONESIA AMBON BRANCH

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ABSTRACT

Conflict is often caused by systems and structures. An inappropriate system will easily lead to conflict and differences in positions in the structure will also lead to conflict. Differences in team members in terms of education, organization, ability, cultural background, can produce different perspectives in completing tasks which are antecedent factors of conflict. The purpose of this study is to analyze and explain the effect of conflict behavior on employee performance, the effect of conflict management on performance and the effect of conflict management on strengthening conflict behavior on employee performance. The unit of analysis in this study were employees of PT. Pos Indonesia Ambon Branch, totaling 108 people. The results showed that 1) the conflicting behavior of the relationship indicator with items of feeling disliked, the presence of tension at work, the presence of personal barriers and indicators of task conflict with items rejecting other people's ideas, refusing other people's ways of working, underestimating others have a significant effect on employee performance, 2) management with item collaboration conflict indicators actively looking for joint solutions, offering solutions for employees, item confrontation indicators ignoring the ideas offered, making decisions unilaterally, item accommodation indicators paying attention to the ideas offered, accepting every idea offered, responding to any complaints, affecting employee performance, and 3) conflict management behavior collaboration, confrontation, accommodation has the effect of strengthening relationship conflicts and task conflicts on employee performance.

1. INTRODUCTION

Bradford, et al (2003) divide conflict behavior into two types, namely relationship conflict and task conflict. Relationship conflict is a difference of understanding (disagreement) between team members based on personal incompatibility. Conflicts like this will generate suspicion, distrust, and hostility between employees and/or work team members. Task conflict is the disagreement of employees in completing tasks together as fellow members of the work team (Amason, 1996). Robbins (2002) divides conflict into functional conflict and dysfunctional conflict. Functional conflict is conflict that supports group goals and improves group performance, while dysfunctional conflict is conflict that hinders group performance.

PT. Pos Indonesia Ambon Branch is one of the government companies to absorb workers with various abilities and fields of expertise and even various levels of education. So that the emerging work environment is a dynamic work environment, and has high interaction and friction often occurs due to differences in perceptions of the expectations and goals of each party. Another thing that arises is that tensions often occur which lead to dissatisfaction or complaints and lead to conflict. Conflicts that are often encountered are feelings of dissatisfaction with work procedures, complaints about services, injustice in the compensation received, PT. Pos Indonesia Branch Ambon as an organization also needs innovation to increase professionalism in serving the community. Lack of creative ideas for the progress of the organization, pushes the organization to stagnant growth, thereby reducing the professionalism of employees and thus the resulting performance of employees will also decrease.

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Based on the above background, this research is directed to examine "The Influence of Conflict and Conflict Management Behavior on Employee Performance" Study of employees of PT. Pos Indonesia Ambon Branch. The research objectives are as follows: 1. To analyze and explain the effect of conflict behavior on the performance of employees of PT. Pos Indonesia Ambon Branch. 2. To analyze and explain the effect of conflict management on the performance of employees of PT. Pos Indonesia Ambon Branch 3. To analyze and explain the influence of conflict management to strengthen conflict behavior on the performance of PT. Pos Indonesia Ambon Branch.

LITERATURE REVIEW

Conflict Behavior

Bradford, et al., (2003) divide conflict into two behaviors, namely relationship conflict and task conflict. Relationship conflict is a difference of understanding (disagreement) between team members based on personal incompatibility. Conflicts such as envy will generate suspicion, distrust, and hostility among team members cited by Bradford, et al, 2003) Task conflict is disagreement on how to complete tasks together as fellow distribution team members. Amason, 1996, cited by Bradford, et al., 2003). This conflict is often caused by the system and structure, an inappropriate system will easily lead to conflict and differences in positions in the structure will also lead to conflict. Differences in team members in terms of education, organization, ability, cultural background, can produce different perspectives in completing tasks which are antecedent factors of conflict. In addition to the types of conflict above, there are several other types of conflict, namely, vertical and horizontal conflicts, individual conflicts and organizational conflicts. This study discusses relationship conflicts and task conflicts.

Factors Causing Conflict

Factors that cause conflict according to Bradford, et al., (2003);

1. Communication: misunderstanding regarding sentences, difficult to understand language, or ambiguous and incomplete information, and inconsistent individual manager styles.
2. Structure: power struggles between departments with conflicting interests or scoring systems, competition for limited resources, or the interdependence of two or more groups of work activities to achieve their goals.
3. Personal: incompatibility of the goals or personal social values of employees with the behavior played in their positions, and differences in perceived values. In organizational life, opinions about conflict can be seen from 3 points of view, namely: (a) the traditional view, argues that conflict is something that is desirable and dangerous for organizational life, (b) Behavioral view, argues that conflict is an event or event that usually occurs in organizational life, which is beneficial (relationship conflict) and can also harm the organization (task conflict), (c) Interaction view, argues that conflict is an event that cannot be avoided and is indispensable for organizational leaders.

Based on the three views on conflict, the organizational leaders need to analyze the real conflicts that occur in the organization, whether the conflict is functional or dysfunctional and how conflict management has a positive effect on the progress of the organization. The causes of work conflicts in organizations according to (Fisher et al., 2020) include: (a) work coordination that is not carried out, (b) Dependence in the execution of tasks, (c) unclear duties (no job description), (d) Differences in job authorization, (e) Differences in understanding organizational goals, (f) Differences in perception (g) Incentive competency system (reward), (h) Inappropriate motivational strategy.

A successful company is a company that is able to inspire its employees so as to motivate them to perform well. Employees will be able to fully motivate themselves if there is a definite goal to be achieved. These goals are future results to be achieved by employees and provide direction to their behavior and thoughts so as to guide them to goals. The extent to which employees are successful in achieving these goals in the tasks they perform is called work performance (Suhartini, 1992).

Conflict Management

According to Ross (1993) that conflict management is the steps taken by actors or third parties in order to direct disputes towards certain outcomes which may or may not result in an end in the form of conflict resolution and may or may not result in calm, positive, creative things. , agreeable, or aggressive. (Robbins & Stephen, 2006) defines conflict management as the use of resolution and stimulation techniques to achieve the desired level of conflict. Dysfunctional conflict absolutely requires proper conflict management because dysfunctional conflict will result in poor group performance.

Conflict Management Behavior

Bradford, et. al., (2003) distinguishes conflict management behavior into three types, namely collaboration, confrontation, and accommodation. Collaborative conflict management behavior is an activity where team members are given solutions and conflicts in an integrative and creative way, meaning that the interests of each party in a conflict are considered and seek the best solution to resolve the conflict of the parties involved. Collaborative conflict management behavior tends to produce something positive for team member satisfaction and team survival. Collaborative conflict management behavior is able to reduce the negative influence of conflict on filter member satisfaction and team member survival. The goal of collaborative behavior is to increase the desired outcome in a way that is best for both parties (Giesen, 2003). Grossman (2002) also said that the collaborative method is the best tool to anticipate conflict before the conflict actually occurs. So the desired performance can be increased. The resulting performance against both parties will prevent the next conflict from occurring. However, before choosing a collaborative method, it is necessary to first understand several key elements, namely the similarities between the parties involved, common goals, responsibility for participating and making decisions, sharing resources, sharing results in an accountable manner, and mutual trust.

Accommodative Conflict Management Behavior means an activity where the parties to the conflict are given their respective solutions according to their demands. This type of conflict management behavior will enable employees to improve their performance. Team members who are in conflict and will affect their desire to remain a team member because of their willingness to listen to the wishes of each party in conflict, and accept the views of others (Papa and Pond, 1988). In addition, the use of accommodative conflict management behavior will reduce the effect of relationship conflict on employee performance. Accommodative conflict management behavior has a negative effect on employee performance. Confrontational Conflict Management Behavior emphasizes the opinion of one or more employees without paying attention or considering the opinions of other members (Bradford, et al, 2003). In general, confrontational conflict management behavior will have a positive impact on employee performance. Confrontational conflict management behavior will be effective for managing conflict in some situations (Papa and Canary, 1995). In situations of low relationship conflict and low task conflict, confrontational conflict management will negatively affect the continuity of employee performance. Whereas in situations of low relationship conflict and high task conflict, the use of confrontational conflict management behavior will positively affect employee performance. This is because in situations like this, firmness is needed to avoid the risk of team damage.

Conflict Management Goals

Fisher at al., (2001:7) uses the term conflict transformation more generally in describing the overall situation (a) Conflict Prevention, aims to prevent violent conflict, (b) Conflict Resolution, aims to end violent behavior through peace agreements, (c) Conflict Management, aims to limit and avoid violence by encouraging positive behavior changes for the parties involved, (d) Conflict Resolution, dealing with the causes of conflict and trying to build new and lasting relationships between hostile groups, (e) Conflict Transformation, addressing the sources of wider social and political conflicts and trying to change the negative forces of war into positive social and political forces.

The stages above are an integral part that must be carried out in managing conflict. So that each stage involves the previous stage, for example conflict management will include conflict prevention and resolution. Meanwhile Minnery (1980: 220) states that conflict management is a planning process. Minnery (1980:220) argues that the planning conflict management process is a rational and interactive part, meaning that the planning conflict management model approach is continuously refined until it reaches a representative and ideal model.

Minnery (2008:220) explains that conflict management planning includes several steps, namely:

- a) Acceptance of the existence of conflict (avoided or suppressed/silenced),
- b) Clarification of the characteristics and structure of the conflict,
- c) Evaluation of the conflict (if it is useful then proceed to the next process),
- d) Determine the actions required to manage conflict,
- e) Determine the planner's role as a participant or third party in managing conflict.

The whole process takes place in the context of planning and involves the planner as an actor who manages the conflict either as a participant or a third party.

Functional Conflict and Dysfunctional Conflict

Functional and Dysfunctional Conflict The last view on conflict argues that not all conflicts are functional. In addition, there is a dysfunctional conflict. Functional conflict is conflict that supports group goals and improves group performance. Dysfunctional conflict is conflict that hinders group performance

(Robbins & Ajugde, 2009). The line between functional and dysfunctional is not well defined, no level of conflict can be agreed as acceptable or unacceptable under all circumstances. To control conflict, conflict management must control conflict and, measure the effect of conflict on team performance (Drown and Day, 2001). For this reason, appropriate conflict management is needed in every conflict that occurs to ensure that the conflict is able to improve group performance

Forms of functional conflict include:

- a) Managers find better ways to use funds.
- b) Managers unite members of the organization more.
- c) Managers may find ways to improve organizational performance.
- d) Managers give new life in terms of organizational goals and values.
- e) Replacement of managers who are more capable, passionate and new ideas.

Forms of Structural Conflict

In classical organizations there are four structural areas where conflict often arises:

1. Hierarchical conflicts, namely conflicts between various levels of the organization. For example, conflicts between commissioners and president directors, leaders and employees, administrators and cooperative members, administrators and management, and administrators and employees.
2. Relationship conflicts, namely conflicts between various functional departments of the organization. For example, conflicts that occur between the production department and the marketing department, the general administration section and the personnel department.
3. Line of Staff Conflicts, namely conflicts that occur between unit leaders and their staff, especially staff related to work authority/authority. Example: staff employees informally take excessive authority.
4. Formal Informal Conflict, namely conflict between formal and informal organizations. Example: The leader who puts the wrong norms in the organization.

Bernardin and Russel (in Gomes, 2003:135) give a limitation regarding performance as: "the record of outcomes produced on a specified job function or activity during a specified time period". Freely this statement can be interpreted that performance is an outcome resulting from the function of a particular job or activity during a certain period of time). Performance is a behavior that is shown by individuals or groups which, according to Siagian (1998), it is said that in terms of behavior, a person's personality often shows itself in various forms of attitudes, ways of thinking and ways of acting. , in turn will affect the performance. Bernardin and Russell (2001), suggest six primary criteria that can be used to measure employee performance, namely:

1. Quality, is the degree to which the process or results of implementing activities are close to perfection or close to the expected goals.
2. Quantity, is the amount produced.
3. Timeliness, is the length of time an activity is completed at a certain time.
4. Cost effectiveness, the amount of use of organizational resources in order to achieve maximum results or reduce losses from each unit of resource use.
5. Need for supervision, the ability of employees to carry out work functions without requiring the supervision of a supervisor to prevent undesirable actions.
6. Interpersonal impact, the ability of an employee to maintain self-esteem, good name and the ability to cooperate among colleagues and subordinates.

2. METHODS

This study was designed to examine and analyze the influence of conflict management behavior and conflict management and employee performance. Location of this research: PT. Pos Indonesia Ambon Branch. The unit of analysis in this study were employees of PT. Pos Indonesia Ambon Branch, totaling 108 people. The unit of observation in this study were all employees of PT. Pos Indonesia Ambon Branch. The population in this study were all 49 employees. The sample in this study were all employees of PT. Pos Indonesia Ambon Branch. Leaders and employees totaled 108 people. Thus the sampling technique is using census data. The types of data used in this study are as follows (a) Quantitative data, namely data expressed in the form of numbers can be calculated, (b) Qualitative data, namely data that cannot be expressed in the form of numbers. The data analysis method is a process of simplifying data to make it easier to read and interpret (Singarimbun and Effendi, 1999). Inferential Statistical Analysis to get representative research results, the data that has been collected needs to be processed using the right analytical tools. The multiple regression equation formula is as follows:

$$Y = a + bX1 + bX2 + e$$

$$Y = a + bZ1 + bZ2 + bZ3 + e$$

Information :

a = Constant

b = Coefficient

X1 = Conflict Behavior

X2 = Role Ambiguity

Z = Conflict Management

Y = Employee Performance

e = Standard error or nuisance error

3. RESULTS AND DISCUSSIONS

Results

The Effect of Conflict Management (X) on Employee Performance (Y) PT. Pos Indonesia Ambon Branch

Based on the results of the inferential analysis, it is explained that the relationship conflict variable (X1) with items of feeling disliked, the existence of tension in the workplace, personal barriers and task conflicts (X2) with items rejecting other people's ideas, rejecting other people's ways of working, despising other people, and has a significant effect on the performance of employees of PT. Pos Indonesia Ambon Branch. This shows that conflict management is applied to improve the performance of employees of PT. Pos Indonesia Ambon Branch. In the responses of respondents, it can be seen that the implementation of conflict management has not been implemented properly, this is evidenced by the average value (1.85), but has a positive influence on improving the performance of PT. Pos Indonesia Ambon Branch. If conflict management is improved again, the performance of employees at PT. Pos Indonesia Ambon Branch will experience an increase. The results of this study are consistent with the opinion of Rosenberg and Stem 1971 in the 2009 issue which states that the higher the conflict, the lower the employee's performance. The results of this study are also consistent with the results of research conducted by Branford, et al., (2003).

Robbins (2002) classifies conflicts in this study as dysfunctional conflicts, namely conflicts that can worsen performance. Such conflicts must get the right handling so as not to aggravate performance. The results of this study are not consistent with the opinions expressed by the human relations school and their interactionists argue that conflict is a force that will strengthen group performance. Even conflict needs to be created in order to perform effectively (Robbins, 2002). The results of this study reject the results of research conducted by Utomo (2004) research conducted on the diluent of Sido Muncul herbal medicine in the Special Region of Yogyakarta. The results of the study prove that relationship conflict and task conflict have a significant negative effect on distribution network performance. The research sample used 287 respondents and the analytical methods used were regression analysis and moderated regression analysis.

The Effect of Extra Roll Behavior on Employee Performance at PT. Pos Indonesia Ambon Branch

The results of the study stated that extra role behavior had a significant and positive effect on the performance of employees of PT. Pos Indonesia Ambon Branch. Hypothesis Accepted. This proves that Extra role behavior has a significant positive effect on the performance of employees of PT. Pos Indonesia Ambon Branch with indicators/items (X2) with indicators/items like to help co-workers when unable to (X2.1), has a polite attitude even though in completing work gets a lot of criticism (X2.2), has a sportsmanship attitude when the project is being carried out the work team failed (X2.3), always showed seriousness in completing work even though they had to work overtime (X2.4), always put the public interest first willingly to represent the company for joint programs (X2.5), very understanding of patients (X2.6), sportsmanship received input from team members for improvement (X2.7) at PT. Pos Indonesia Ambon Branch. The hypothesis is accepted. Descriptively, respondents' responses to the employee performance variable of PT. Pos Indonesia Ambon Branch, on average, respondents said it was very good. This is indicated by the mean value of 4.24 The results of the study prove that Extra-role Behavior plays a role in improving the performance of PT. Pos Indonesia (0.000). This shows that extra-role behavior plays an important role in PT. Pos Indonesia Ambon Branch. This study rejects the results of an empirical study by Connect and Iring (2014) with the title, The Influence of Personality, Extra-role Behavior as Intervening on the performance of the employees of the University of Palangka Raya. The results showed that extra role behavior had no significant effect on employee performance at the University of Palangka Raya. This study supports the results of research conducted by Artiningsih. Dwi Anjani (2010) with the title, Influence of Personality, Organizational Commitment and Extra-role Behavior as intervening

variables on Employee Performance (Case Study at Kotabaru Regional General Hospital). The sample in this study was 40 respondents using the Stratified Random Sampling technique. Data analysis with PLS (Partial Least Square). The results showed (1) personality affects employee performance, (2) Extra-role behavior affects employee performance and (3) organizational commitment affects employee performance through extra-role behavior. The difference between this study and previous research conducted at educational institutions, namely the administrative staff of the Kota Baru Samarinda Hospital with a sample of 40, using the PLS test, and a significance of 0.011.

Higgins' opinion quoted by Ruky (2002: 180) identifies several variables that are closely related to performance, namely:

- a. Responsibility. Is the basic principle of performance development. By understanding and accepting responsibility for what they do and don't do to achieve their goals, workers learn what they need to improve.
- b. Knowledge of work. The level of morale and positive attitude in carrying out work tasks.
- c. Initiative. The level of initiative while carrying out work tasks, especially in terms of handling problems that arise.
- d. Work results. Covers the level of quantity and quality that has been produced and the extent to which the quality of work is monitored.
- e. Honesty of employees. Honesty manifests itself in honest feedback communication among managers, employees and co-workers. Honesty includes expressing opinions, conveying facts and giving judgments and feelings.

The Influence of Conflict Management Behavior on Employee Performance at PT. Pos Indonesia Ambon Branch

Collaborative conflict management behavior with items actively looking for solutions together, offering solutions for employees, confrontation with items ignoring the ideas offered, making decisions unilaterally, accommodation with items paying attention to the ideas offered, accepting every idea offered, responding to every complaint, affect the performance of employees of PT. Pos Indonesia Ambon Branch. The hypothesis is accepted. The respondent's response which has been explained in the description of the respondent in the previous chapter shows that the practice of conflict management behavior has not been good. This statement is evidenced by the total mean value of 2.28. if conflict management behavior is implemented optimally then employee performance will increase. This means that if conflict management behavior is increased one more interval, the performance of PT. Pos Indonesia Ambon Branch will further increase. Thus the performance of employees at PT. Pos Indonesia Ambon Branch will increase if conflict management behavior can be implemented properly. This research is in line with the results of research conducted by Utomo (2004) which shows that collaborative and accommodative conflict management behavior has a significant positive effect on distribution network performance while confrontational conflict management behavior has a negative effect. to the distribution network. However, the difference between this study and Utomo's 2004 research shows that the results of Utomo's research show that collaborative conflict management behavior has a significant positive effect of 0.021 and an accommodative conflict management behavior of 0.014 on distribution network performance. The negative effect of confrontational conflict management behavior is 0.011 on distribution network performance. While the results of this study indicate that collaborative conflict management behavior has a positive significant effect of 0.022 and the influence of accommodative conflict management behavior of 0.003 on employee performance of PT. Pos Indonesia Ambon Branch. The negative effect of confrontational conflict management behavior is 0.000 on the performance of employees of PT. Pos Indonesia Ambon Branch. The results of this study are not consistent with the results of research by Bradford et al. (2001), where they found that confrontational conflict management behavior can actually improve employee performance. This could be due to differences in the research location. They conducted research by taking locations in the United States, where the people have a different lifestyle from Indonesians.

The Influence of Conflict Management Behavior as Moderator Variable of Conflict Variables on Employee Performance at PT. Pos Indonesia Ambon Branch

Conflict management behavior of collaboration, confrontation, accommodation has the effect of strengthening relationship conflicts and task conflicts on the performance of employees of PT. Pos Indonesia Ambon Branch. Hypothesis accepted Miles and Mangold (2002) suggest that the satisfaction of network members is determined by the conflict management applied by the leader or management to its members. The more precise and good conflict management is applied, the better the employee performance will be.

The results of this study found the following:

1. Collaborative conflict management behavior is a quasi moderator that can positively strengthen the positive influence of relationship conflict and task conflict on the performance of PT. Pos Indonesia Ambon Branch. It can be interpreted that collaborative conflict management behavior is suitable to increase the positive influence of relationship conflict and task conflict on the performance of employees of PT. Pos Indonesia Ambon Branch
2. Accommodative conflict management behavior is a quasi moderator that can positively strengthen the positive influence of relationship conflict on the performance of PT. Pos Indonesia Ambon Branch. It can be interpreted that collaborative conflict management behavior is suitable to increase the positive influence of relationship conflict on the performance of employees of PT. Pos Indonesia Ambon Branch.
3. The contradictory conflict management behavior is a quasi moderator which can negatively weaken the positive influence of relationship conflict and task conflict on the performance of PT. Pos Indonesia Ambon Branch. It can be interpreted that confrontational conflict management behavior is not suitable to reduce the positive influence of relationship conflict on the performance of PT. Pos Indonesia Ambon Branch because confrontational conflict management behavior will actually strengthen the negative influence of relationship conflict and task conflict on the performance of PT. Pos Indonesia Ambon Branch.

Thus, company management must be able to pay attention to, maintain and possibly improve in using this approach. The results of this study are consistent with the opinion of Papa and Canary (1995) which states that the use of conflict management and conflict management behavior is a quasi moderator that can positively increase the positive influence of relationship conflict and task conflict on retailer satisfaction and retail network continuity. It can be interpreted that conflict management behavior is carried out to reduce the negative influence of relationship conflict and task conflict on retailer satisfaction and retailer network continuity.

The results of this study are not in line with the results of Utomo's 2004 study which found that:

1. Collaborative conflict management behavior is a quasi moderator that can negatively strengthen the negative effect of relationship conflict on retailer satisfaction. It can be interpreted that collaborative conflict management behavior is suitable to reduce the negative influence of relationship conflict on retailer satisfaction.
2. Accommodative conflict management behavior is a quasi moderator which can negatively strengthen the negative effect of relationship conflict on retailer satisfaction. It can be interpreted that collaborative conflict management behavior is suitable to reduce the negative influence of relationship conflict on retailer satisfaction.
3. The contradictory conflict management behavior is a quasi moderator that can positively weaken the negative influence of relationship conflict and task conflict on retailer satisfaction and retailer network continuity. It can be interpreted that confrontational conflict management behavior is not suitable to reduce the negative influence of relationship conflict on retailer satisfaction because confrontational conflict management behavior will actually strengthen the negative influence of relationship conflict and task conflict on retailer satisfaction and survival. Thus, company management must be careful in using this approach. The more collaborative management behavior will weaken the negative influence of relationship conflict on diluent satisfaction and diluent network viability

4. CONCLUSION

Based on the results of the analysis and discussion that has been carried out, the following conclusions are obtained: (a) Conflict behavior indicators relationship with items of feelings of dislike, tension in the workplace, personal barriers and task conflict indicators with items rejecting other people's ideas, refusing other people's ways of working, looking down on others have a significant effect on employee performance at PT. Pos Indonesia Ambon Branch The hypothesis is accepted, (b) management with item collaboration conflict indicators actively seek joint solutions, offer solutions for employees, item confrontation indicators ignore the ideas offered, make decisions unilaterally, item accommodation indicators pay attention to the ideas offered, accept every idea offered, respond every complaint, affect the performance of employees of PT. Pos Indonesia Ambon Branch. Hypothesis accepted and (c) Conflict management behavior of collaboration, confrontation, accommodation has the effect of strengthening relationship conflicts and task conflicts on the performance of employees of PT. Pos Indonesia Ambon Branch. Hypothesis accepted.

Based on the results of the analysis and discussion, several suggestions can be put forward that can be considered for both researchers, academics, and practitioners, (a) further research is carried out by

taking a wider location and comparing the effects of conflict on other institutions/institutions and on different variables, (b) Considering the conflict in this research has a positive influence on employee performance, it is better to see the management of PT. Pos Indonesia Ambon Branch better control the effects of conflict on employee performance, (c) The management at PT. Pos Indonesia Ambon Branch applies appropriate conflict management in conflict situations, considering that inappropriate conflict management will not have a significant effect, (d) To improve the performance of employees of PT. Pos Indonesia Ambon Branch strategy to implement conflict management. It is necessary to pay attention to aspects of conflict management behavior that will be applied in the future considering the results of this study conflict management behavior strengthens conflict management.

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