

**THE FUNCTIONAL AND THE DISFUNCTIONAL CONFLICT DIMENSION OF
WORKERS AND ITS INFLUENCE ON THE PRODUCTIVITY OF HUMAN RESOURCES
(A SURVEY ON DOMESTIC AND FOREIGN INVESTMENT OF
TEXTILE COMPANIES IN WEST JAVA)**

DEDEN SUTISNA

Education staff for Sangga Buana University YPKP Bandung

ABSTRAK

Di Jawa Barat perusahaan tekstil memiliki kedudukan yang sangat strategis dan peranan penting dalam pembangunan wilayah. Dibandingkan dengan sektor lainnya, sektor ini mampu menyerap tenaga kerja yang besar dan mendukung ekspor tekstil nasional. Dalam hubungannya dengan konflik, sektor ini tidak mungkin dapat menghindarkannya sebab sektor ini sangat kental dengan pekerja, bahan baku yang didatangkan dari impor dan sangat tergantung terhadap quota pasar.

Tujuan penelitian ini adalah untuk mengetahui (1) seberapa besar pengaruh faktor-faktor komposisi organisasi, komunikasi, karakteristik pribadi, interpersonal, perbedaan dan isu baik secara parsial maupun simultan terhadap konflik fungsional dan disfungsional. (2) konflik fungsional dan disfungsional secara parsial dan simultan pengaruhnya sangat besar terhadap produktivitas pekerja.

Penelitian ini dilakukan di Jawa Barat, dengan unit analisis perusahaan tekstil PMDN (Penanaman Modal Dalam Negeri) dan perusahaan tekstil PMA (Penanaman Modal Asing) termasuk juga didalamnya manajemen dan pekerjanya. Dalam penelitian ini digunakan 100 sampel perusahaan tekstil dari 250 populasi perusahaan tekstil. Teknik sampling yang dipergunakan yaitu Simple Random Sampling (sampling acak sederhana) dengan teknik analisis data menggunakan Structural Equation Modeling (Pemodelan Persamaan Struktural).

Hasil penelitian menyatakan bahwa (1) secara parsial maupun simultan bahwa faktor komposisi organisasi, komunikasi, karakter pribadi, interpersonal, perbedaan dan isu berpengaruh terhadap konflik fungsional dan disfungsional, (2) konflik fungsional dan disfungsional secara parsial maupun simultan memiliki pengaruh yang besar terhadap produktivitas pekerja. Dari enam faktor yang mempengaruhi, karakteristik pribadi setiap pekerja memiliki pengaruh yang sangat besar terhadap kedua jenis konflik tersebut, dibandingkan dengan faktor-faktor lainnya. Selain dari itu produktivitas pekerja lebih banyak dipengaruhi oleh konflik disfungsional dibandingkan dengan konflik fungsional.

Kata Kunci: *Konflik Fungsional, Konflik Disfungsional, Produktivitas Pekerja.*

ABSTRACT

Textile companies in West Java have a very strategic position and role in the region's development. Compared with other sectors, the sector is able to absorb a large workforce and support the nation's textile exports. This sector is not likely to escape if there is a conflict, because this sector is very strong with labor, raw materials imported from the import quota and highly dependent on the market.

The purpose of this study was to determine the influence of the composition of the organization, communication, personal characteristics, interpersonal, differences and issues either partially or simultaneously to the functional and dysfunctional conflict, as well as functional and dysfunctional conflict partially and simultaneously on worker productivity.

The research was conducted in West Java, with unit of analysis are textile company Domestic Investment (DCI) and textile companies Foreign Investment (FDI) as well as management and workers. This study used 100 samples from 250 populations of textile companies. The sampling technique used is Simple Random Sampling with Structural Equation Modeling analysis.

The results stated that: (1) factors partially or simultaneously composition of the organization, communication, personal character, interpersonal, differences and issues affect the functional and dysfunctional conflict, (2) functional and dysfunctional conflict partially or simultaneously had a great influence on the productivity of workers. Of the six factors, personal characteristics of each worker has an enormous influence on both types of conflict, compared to other factors; than the productivity of workers affected by the dysfunctional conflict more than functional conflict.

Keywords: *Functional Conflict, Dysfunctional Conflict, Workers Productivity.*

1. Introduction

Conflict problems in organization are deemed as an evitable reality, including ones in business organizations. Robbins (1996: 143) traced the development of changes in attitudes on conflicts in organizations, suggesting that conflict may be in either functional or dysfunctional. Thus, a conflict may have two sides, namely constructive or destructive side on the implementation of organizational activities. Based on the perspective, in spite of how an organization is designed and operated, it should importantly be studied from organizational conflict. Instead of suppressing or resolving all conflicts, they should be controlled, in order to eliminate disadvantaged effects and to increase advantaged ones. According to Winardi (1994: 65), the duty of managers in dealing with conflicts is to control them so as to eliminate disadvantaged effects and to increase advantaged ones, called functional conflicts and dysfunctional conflicts, respectively. A control of conflict by management will be suboptimal if the dimensions of the conflict cannot be identified as early as possible at an organization.

Measuring of conflict controlled by an organization is a rather attractive fact and deserves special attention. A conflict should be properly managed so that its effect on the organizational goals can be constructive in nature, rather than destructive. The organizational goals can only be achieved by professional conflict resolution in the organization. Conflict handling is required, because in the processes of promoting the quality of human resource of workers some changes will be taking place, among others in forms of: changes in responsibility, thinking process, and value system. By the occurrence of such changes, the seeds of conflicts will emerge, because every change invites and contains differences, principally are conflicts. Accordingly, in promoting the quality of human resource it is required management that pays attention to the development of changes, working

toward changes and stabilization of changes. Such changes, both directed to human resource and to organization, should be standardized as soon as possible so that it can be used as a framework in evaluating both process and results in achieving organizational goals.

One of the ongoing changes, supposedly bringing about a fairly significant conflict impact for Indonesia in general and for West Java in particular, is the entrance of women as workers in industrial world. This phenomenon enforces the functions of women. Besides, serving reproductive function, they also serve production function. Capitalist system prescribing that men are obliged to search for livelihood and women serve a function of keeping house is slowly fading and supremacy and domination of men over women begin reducing (Brigite Holzner et al 1997: 20).

The empirical data of the workers phenomenon in industrial sector in West Java can be put forward chronologically as follows:

- 1) Based on industrial business structure in West Java, the amount of West Java population working in industrial sector was 1,183,725 and in textile industrial sector 530,469 (West Java BPS, 2002). From the amount, 203,647 were women and the remaining 326,822 was men. In conclusion, 44.81% of the work force in industrial sector in West Java was absorbed in textile industry, the remaining 55.19% spreading in 21 other sectors. The ratio of female workers and male workers absorbed in textile industry was 38.39% and men 61.61.
- 2) PMDN (domestic investment) and PMA (foreign investment) textile industry of West Java could absorb 180,418 workers, from a total of 530,469 workers in textile sector. The amount consisted of 87,304 female workers and 93,114 male workers (West Java API and BPPMD, 2003). That is, PMDN and PMA textile sector

could absorb 34% workers, and the ratio of female workers and male workers was 48.39% to 51.61%.

The empirical and theoretical condition above indicated a strong reason for studying deeply both functional and dysfunctional conflicts influenced by the following factors: 1) organizational composition, 2) organizational communication, 3) personal characteristics, 4) interpersonal, 5) differences, and 6) issues. Theoretically, the six factors influence conflicts, both those that are functional and dysfunctional in nature. The condition of productivity of workers in textile companies in West Java, since late 1997 to 2005, has shown a less advantaged development. The development of worker productivity showed discouraging numbers during the years, that is, 7.12, 5.43, and 5.39. This ratio showed a decline, in the same time indicating the existence of problems the industry faced. The problems impinging the industry are numerous, beginning in the economic crisis in late 1997, the frailty of economic policy (not based on societal economy), imported raw materials (95%), worker structure, rationalization of workers, fraught of demonstrations and strikes, export quota, negative market growth, and liquidation of companies. The whole aforementioned problems indicate the fertile growth of conflict seeds in the highly prioritized sector of West Java, and the problems above will stimulate conflict factors, hence worker productivity.

In particular, the impact of quota is suggested in Guiding of Book for Edition 2002-2004:xiv-xv as follows: "Proportional of textile and garment export is 43% in average for quota country destination and 57% for non quota country destination. Based on US Custom data at the end period of May 2001, the use of Indonesian quota is relatively better than other countries in Asia that is 47%, it is higher than Philippine 35.51%, Thailand 34.25%, Korea 28.89% and Hong Kong 26.39%.

The most quota textile and garment export is to USA 58.7%, the European Union 38.6% and the rest are Canada, Norway, Turkey 2.7%.

The description above showed that the sale of textile in the world and particularly in Indonesia is based on two opportunities, namely 1) quota and 2) non-quota. The sale signals that textile marketing is limited. In fact, Indonesia get a better quota (47%) than Philippine, Thailand, Korea, and Hong Kong until 2002. However, the quota ended in January 2005.

In addition to the problem of quota above, the negative growth rate of world market also deteriorated this sector. From 1994 to 1999, the growth rate of this market were approximately 12%, 14%, 3%, 8%, -1.6% and -0.2% (Guiding Book 2002-2004: TOI, January 2001; page xvii). As the impact of the negative growth rate of world market, Indonesia itself should swallow a bitter pill, with the decline of revenue from the result of sale in this sector. After a decline in the periods of 1997 to 1999, from US\$ 7.4 billions in 1997 to US\$7.24 billions in 1999, textile and garment export in 2000 increase significantly to US\$ 8.3 billions. However, in 2001 it declined again to US\$ 6.0 billions and this was predicted until 2004 and will be in the future years.

Based on the facts above, a research on conflict factors, both functional and dysfunctional factors, are considered as important enough to conduct, showing will be that: 1) there are still many who view that the existence of conflict in organizations is advantageous. 2) the importance of identification of conflict dimensions by previously measuring the factors that influence the conflict. And 3) the existence of very strong influence of conflict dimensions on worker productivity that weaken the performance of textile industry in West Java.

Base on the fact important above, the objective of this research is to know (1) its great influence of the factors of organizational composition, communication, personal characteristics, interpersonal, the differences of partial and simultaneous issues upon functional an disfunctional conflicts, (2) its magnitude influence of the functional and disfunctional conflicts partially and simultaneously upon the productivity of wokers.



II. THEORETICAL STUDY AND HYPOTHESIS

Theoretical basis of conflict

The existence of conflict in an organization is inevitable. Conflicts will emerge in line with the development and decline of an organization. They always accompany any organizational changes. Therefore, conflict cannot be eliminated. What one should attempt is to keep its intensity.

Conflict intensity is beneficial if it is in a medium position, whereas both low and high intensities will produce negative excess on the organization. Either negative or positive impact, the whole life order of an organization, including worker resource, will feel it. Therefore, conflict diagnosis as early as possible should be made in an organization so that conflict control can be done effectively.

A fundamental concept of organization in connection to conflict is related to two aspects, namely, humans and the organization itself. Humans or human resources are designer, actors, as well as the reviewers of results. Meanwhile, organizations are media with systematic orderliness. The interaction between both elements produces a product in form of either advantageous or disadvantageous values.

Davis et al (1995: 9) suggest two fundamental concepts of organizational actors related to conflict, namely: 1) human essence, and 2) organizational essence. Furthermore, Aam Hamdani (1997: 25) says that in order to understand humans, four basic assumptions are used, namely: 1) Individual differences, 2) Personal integrity, 3) Motivated behavior, 4) Value system in individual. Meanwhile, in order to understand organizational essence, it needs two basic assumptions as follows 1) Organization is a social system, 2) Organization is established based on mutual interest.

Related to the basic philosophy above, conflict can in fact be of either positive or negative consequences. A positive or constructive or functional conflict induce benefits, rather than harms, on individuals or an organizations involved in it. The benefits obtained from such a conflict are 1) increasing creativity and innovation, 2) increasing (intensity) endeavors, 3) increasingly strong cohesion, and 4) shrinking tension. Whereas a negative or dysfunctional conflict is the reverse impact of positive conflict. Thus, conflict has two dimensions, namely: 1) Functional, and 2) dysfunctional. Functional conflict is a confrontation between groups that benefits the organization, making the organization move positively toward its goals, innovation and

change, solving problem, creativity, and prompt adaptation to environmental changes. On the other side, dysfunctional conflict is confrontation or interaction between groups that damages the organization or inhibits the achievement of organizational goals. As a consequence, the organization will slowly adapt to its environmental changes, undergoes few change, fewer stimuli and ideas, and apathetic and stagnant.

Theoretical Basis of Productivity

Philosophically, productivity is a mental attitude considering that the life today should be better than yesterday and tomorrow should be better than today. The performance today should be better than that of yesterday and the results that will be achieved tomorrow should be better than that of today. Such attitude drives organizations or individual workers to always seek improvements and enhancements. Those organizations or individuals with such attitude are driven to be dynamic, creative, innovative, and open-minded, but critical on new ideas and changes. Being open-minded should not be meant that the organizations or individuals have no principle. To the contrary, being careful and critical on reformation should not be meant as conservative or close minded to improvement.

The attitudes explained above would, both to organizations and workers, be very strongly influenced by diverse factors, among others, public policy, management, education and training, chance or opportunity, health and nutrients, and income. The concrete realization that can be felt should be described in performance and motivation factors. Performance can be considered as a net achievement after being compared to cost, whereas motivation is a driving motor that has a strong driving force, both organizations and workers possess.

A combination of performance and motivation will produce a synergy identified as effectiveness, or operationally well known as output. Output is a part of productivity. In further use, productivity will always be determined by output, both in the meanings of total and partial.

Human resource productivity philosophically uses the basic reference above. The differences in their application are that in the side of fulfillment of more specific and special analytical need. In implementation, the concept of human resource productivity can be

applied to all humans, on condition that the humans have activities that produce a valuable thing. The definition of human is widely open, both as workers and non-workers, whereas activities can be categorized into business and non-business. Therefore, the phenomenon indicating that only working humans that can apply this concept is a strange opinion that has no basis. Furthermore, Asia Productivity Congress 1980 defines that "Productivity is a relation between the quality produced and the amount of workers employed to achieve the result, or rationally between the satisfaction of need and the sacrifice made". The end results of the application of productivity in an organization is largely determined by the variable of organizational, occupational, and individual characteristics. The variable of organizational characteristics have influence on productivity as seen from its relationship with wage system, goal setting, program application, recruitment procedure, training and development, leadership succession and organizational structure.

The variables of occupation that have influence on the increase or decrease in productivity are duties and the implementation of duties related to technical profession. The performance feedback in motivating and training employees and job designing and

scheduling can influence on the occupational characteristics of organizations.

The variable of individual is a determinant variable and is also called compounding variable. This variable is related to some permanent and relatively impermanent individual characteristics individual expenditure level, satisfaction level of working experience, and relative importance of an interested duty. Based on the description above, a research hypothesis can be determined as follows:

- 1) Partially and simultaneously, organizational composition, communication, personal characteristics, interpersonal, difference and issue factors have influence on functional conflicts at PMDN and PMA textile companies in West Java.
- 2) Partially and simultaneously, composition, communication, personal characteristics, interpersonal, difference, and issue have influence on dysfunctional conflict at PMDN and PMA textile companies in West Java.
- 3) Functional and dysfunctional conflicts both partially and simultaneously have influence on worker productivity at PMDN and PMA textile companies in West Java.



III. RESEARCH METHOD

The population of research was a textile industry of 250 companies, consisting of 179 PMDNs and 71 PMAs that spread in regencies and cities in West Java. The textile industry has 180,418 employees, consisting of 93,114 male workers and 87,304 female workers. The distribution of workers was 160,572 workers in production unit and 19,846 in non-production unit. This research dealt with the productivity of workers, and the distribution of workers researched was 89% concentrated in production unit, so the human resource made as the research sample of the population was selected from the production unit.

The classification of businesses of textile companies was based on the Letter of Decision of Minister of Industry and Trade Number 30/MPP/SK/2/1996, dated of 19 February 1996, stipulating that the business of textile in Indonesia includes: 1) yarn spinning industry, 2) Sewing yarn industry, 3) Yarn Upgrading Industry, 4) Weaving Industry (except for gunny-sack and other sack weavings), 5) fabric upgrading industry, 6) fabric

printing industry, 7) Batik industry, 8) Finished textile products industry, except for clothing, 9) Industry of finished textile products for health needs, 10) gunny-sack industry, 11) Bagor and other sacks industry, 12) Knitting industry, 13) Carpet industry, 14) Rope industry, 15) Rope-made products industry, 16) Cotton industry, and 17) Other textile industry.

The propositions of researched variables are irreversible and data sample of the population are needed, both on its industry and work forces. The criterion used in determining sample size refers to Hair's suggestion (1998: 604-605), stating that sample size for Structural Equation Modeling is 100-200 sample units. Based on the Hair's suggestion, the sample size defined in this research was 100 textile companies in minimum, including West Java-based PMDNs and PMAs.

The researched sample population consisted of 2 types or groups of industries, namely, PMDNs and PMAs. Therefore, the selected sample should be allocated proportionally by the following formula:

(Harum Al-Rasyd 1993: 80)

$$N = \frac{N_i}{N} \times n$$

Where:

Nilai = Population of group

N = Total population

n = Sample of companies

The results of calculation of the distribution of both sample categories were:

$$n_1 = \text{PMA} = \frac{71}{250} \times 100 = 28 \text{ companies}$$

$$n_2 = \text{PMDN} = \frac{179}{250} \times 100 = 72 \text{ companies}$$

thus, from the population of 250, 100 textile companies were selected, consisting of 28 PMAs and 72 PMDNs. The 100 selected companies, after the selection of units or sample units based on Simple Random Sampling, was allocated. The sample of work forces was observed both at PMDN and PMA textile companies. Their sample sizes followed the size of company sample, that is, at least 100 workers, consisting of 1 respondent that holds minimally supervisor position in the company management and 10 workers of each company. The sex of management respondents were undefined, whereas that of workers should be 5 male workers and 5 female workers from each analysis unit at production unit.

The measurement of determination level for both indicator variable and latent variable was by using equation. At this stage, the model was expressed in path diagram and then expressed in structural equation model and an equation to express the specifications of measurement model. The structural equation model was expressed by a formula as follows: (Hair, J.F. et al. 1995: 71).

$$\eta = \Gamma \xi + \beta \eta + \zeta$$

The meaning of the equation above is that the weighted function of both functional and dysfunctional conflicts the reason of conflict function was added with errors. The measurement equation model used to measure worker productivity and the factors that had influence on conflict was:

$$Y = \Lambda_y \eta + \varepsilon$$

Where:

$$Y = (Y_1, Y_2, \dots, Y_8)$$

$$\Lambda_y = (\lambda_1^{(y)}, \lambda_2^{(y)}, \dots, \lambda_8^{(y)})$$

$$\eta = \eta_1, \eta_2, \eta_3$$

$$X = \Lambda_x \xi + \delta$$

Where:

$$X = (X_1, X_2, \dots, X_{25})$$

$$\Lambda_x = (\lambda_1^{(x)}, \lambda_2^{(x)}, \dots, \lambda_8^{(x)})$$

$$\xi = (\xi_1, \xi_2, \dots, \xi_6)$$

The two equations above yielded the figures to be further analyzed as necessary for this research.

IV. RESEARCH FINDINGS

Functional Conflict

The existence of functional conflict in an organization could be measured by using indicators as follows: a) Positive movement toward organizational goals (Y_1), b) innovation and change (Y_2), c) creativity and adaptability to environmental change (Y_3).

a) Positive movement toward organizational goals

A total score of 5136 (1342+2503+1291) was yielded, existing above median point of 2964 (5928:2). That is, the movement was positive for achieving goals, accomplished by each workers and all parties involved in the companies were in a well structured condition. In detail, the category was

supported a spread of number 87% (23%+42%+22%) in a category of "large", and 13% (10%+3%) "small".

b) Innovation and Change

Total score obtained for this indicator was 4190 (656+1845+1689), falling into a category of "large", and existed above a medial level of 2964 (5928:2). It meant that the innovation made by the workers and all parties involved was large enough, so that it had an impact on the change in the organization. The spread of percentage that supported the category above was 70.5% (11%+31%+28.5%) fell into a category of large enough of innovation, the remaining 29.5% (21.5%+8%) fell into a category of extraordinary, that is, the innovation made was relatively small.

c) Creativity and adaptability to environmental change

Functional conflicts in West Java PMDN and PMA textile companies encountered were measured by

indicators of creativity, adaptability to environmental change, and their consequences to organization can be expressed as follows:

Table 4.1
An analysis of functional conflict

Antesedent Factor	Score	Result and require		Require and average	Conflict intensity
1. Positive Move to org goals	5928	Verry large Large Large enough Amount	1342 (23%) 2503 (42%) 1291 (22%) (87%)	Large	Optimum
2. Changes and inovation	5928	Verry large Large Large enough Amount	656 (11 %) 1845 (31 %) 1689 (28,5%) (70,5%)	Large	Medium
3. Abillity and creativity for adaptation with environment	7853	Sangat Besar Large Large enough Amount	1507 (19%) 3370 (43%) 1775 (23%) (85%)	Large	Optimum

Based on the table above it could be determined that functional conflicts in West Java textile companies

were of very good intensity, because they were in medium and optimal area.

Dysfunctional conflict

The measuring instrument applied to analyze the intensity of dysfunctional conflicts was the following indicators:

- 1) changes in individuals or groups (Y_4): a) increasing intimacy, b) emergence of autocratic leadership, c) focus on activities, d) emphasis on loyalty, e) changes among groups;
- 2) perceptual distortion and deterioration of communication (Y_5): a) disturbed perception, b) negative stereotype, c) emphasis on loyalty;
- 3) apathy, stagnant, disturbing, mess, and uncooperative (Y_6): a) slow in adaptation to environmental changes, b) incremental changes of ideas were relatively small.

The data obtained from the researched object showed results and could be analyzed as follows:

a) Changes in individuals and groups

The result was that what workers have performed has not as expected. In detail, the distribution of conflict had the following spread: 77% (9%+36%+32%) occurred, the remaining 23% (19%+4%) didn't.

b) Perceptual distortion and deterioration of communication

The deterioration of both perception and communication at the observed companies was shown as occurring, although currently it didn't appear to reoccur, because their occurrence was incidental. The spread of this distortion percentage has a distribution of 51% (4%+13%+34%) occurred, the remaining 49% (27%+22%) didn't.

c) Apathy, stagnant, disturbing, mess, and uncooperative

The conditions of apathy, stagnant, disturbing, mess, and uncooperative have ever occurred in the researched companies. Until now, those textile companies that still felt the phenomenon were around 45% (4%+14%+27%) of the existing population, the remaining 55% (30%+25%) have never felt anymore such phenomenon or didn't never disturbed working activities.

Therefore, the indicators analyzed had an inclination that apathy, stagnant, disturbing,

mess, and uncooperative among workers and groups of workers didn't occur. Empirically, this condition was supported by data absolutely indicating a score of 3221 (1751+1470) or relatively around 55% (3221:5921), whereas only 2700 (278+820+1601) or approximately 45% (4%+14%+27%) of the condition occurred.

Based on the results of analysis that, the essence that may describe how dysfunctional conflicts occurring in West Java PMDN and PMA textile companies could be drawn, by looking into table 4.2 below:

Table 4.2
An analysis of dysfunctional conflict

Indicator	Score	Result require	Average	Conflict intensity
a. Individual changes or group	4940	Verry High = 426 (9 %) High = 1773 (36 %) Anytime = 1612 (32 %) Amount (77%)	Consist	Optimum
b. Perceptual distortion and deterioration of communication	4890	Verry High = 179 (4 %) High = 660 (13 %) Anytime = 1668 (34 %) Amount (51%)	Consist	Medium
c. Apathy, stagnant, disturbing, mess, and uncooperative	5921	Consist = 1751 (30%) Not consist=14770 (25%) Amount (55%)	Not Consist	Optimum

Working Productivity

In this research, working productivity is measured from two sides, namely, effectiveness and working efficiency. As suggested by the 12 management experts before, the indicators used to measure this variable are: 1) working effectiveness (Y7), consisting of a) working capacity (1. knowledge, and 2. skill), b) working motivation, consisting of a) physical condition of worker, b) individual need, c) social condition of worker, d) organizational structure, e) leadership climate, f) organizational efficiency, g) informal organizational, h) leadership, i) union, j) product quality, and k) volume or the results of products and services. 2) Worker efficiency (Y8), consisting of a) technology, b) working development, c) raw material, d) working layout, e) working method, f) worker resource, g) fund, and h) working constraints.

The productivity of worker in West Java PMDN and PMA textile companies, as seen from its effectiveness can be explained as follow:

The spread of productivity of the workers produced showed 40% in position of "Large", the remaining 15% "Very Large", 28% "Fairly Large", and 17%

(11%+6%) "Very Small". The category of small and very small showed that there was still textile industry with high flexibility level, that was less consistent in using both standards and the target of production.

Absolutely, the support of the research results on the effectiveness was 47295 (8437+22970+15888) or equivalent with 83% (47295:57286), and only 9991 (6258+3733) or equivalent with 17% (9991:57286) that showed as ineffective occurring in the organization.

The efficiency level of human resource had a relatively good condition because score of 2713 (636+1440+637) was above median point 1650 (3300:2). It means that on average the efficiency level was well controlled, neither too small nor too large, so that operational needs were not fulfilled and there was waste of resources. The detail spread of efficiency level consisted of 82% (19%+44%+19%) of the respondents have efficiency level of "Large", the remaining 18% (13%+5%) being relative small.

Based on the analysis above, both simultaneously and partially it could be said the conclusion of analysis in the table below:

Tabel 4.3
An Analysis of Workers Productivity

Indicator	Score	Result require	Average	Conflict intensity
a. Worker s Efectivity	57286	Verry large = 8437 (15%) Large = 22970 (40%) Large enough = 15888 (28%) Amount (83%)	Large	Effective
b. Workers Efficiency	3300	Verry large = 636 (44%) Large = 1440 (19%) Large enough = 637 (19%) Amount (82%)	Large	Efficien

First Hypothesis Test

First hypothesis states "Composition in organization, communication, personal characteristics, interpersonal, differences and issues West Java PMDN and PMA textile companies had both partially

and simultaneously had influence on functional conflict". Loading factors produced in this models were as follows:

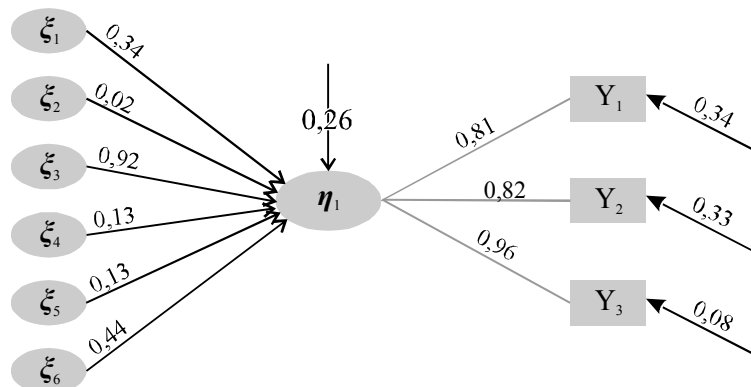


Figure 4.1: Struktural Equation Model to the Functional Conflict Influence Factor

Based on the figure above it could be explained that:

- 1) organizational communication (ξ_1) had influence on functional conflict by 0.34 or $(0.342 \times 100 = 11.56\%)$; this influence was of small degree.
- 2) Communication or ξ_2 contributed influence of 0.02 or $(0.022 \times 100 = 0.4\%)$ on functional conflict. This influence was very small, even the smallest among the analyzed factors.
- 3) personal characteristics (ξ_3) had very large influence on functional conflict. The contribution of this factor was 0.92 or $(0.922 \times 100 = 84.64\%)$ the remaining 15.36% being determined by other factor.

- 4) Interpersonal factor (ξ_4) or a relationship developing between worker individuals and other ones or with groups, contributing influence of 0.13 or $(0.132 \times 100 = 1.69\%)$ on functional conflict, and this conflict had an influence of very small degree.
- 5) Difference factor (ξ_5) contributed an influence of 0.13 on functional conflict, with a very small degree.
- 6) Issue variable (ξ_6) contributed an influence on functional conflict of 0.44 or $(0.442 \times 100 = 19.36\%)$. This influence was fairly large.

Simultaneously, the influences of the factors on functional conflict could be explained by a structural equation of LISREL, with the results as follows:

$$\text{Etha-1} = 0.34 \cdot \text{Ksi1} + 0.018 \cdot \text{Ksi2} + 0.92 \cdot \text{Ksi3} + 0.13 \cdot \text{Ksi4} + 0.21 \cdot \text{Ksi5} + 0.44 \cdot \text{Ksi6}, R^2 = 0.74$$

It means that simultaneously the influence of organizational composition, communication, personal characteristics, interpersonal, difference and issues on functional conflict was 74%, the remaining 26% or (1-0.74) being determined by other factors beyond this research. The influence of the six researched factors

had a degree and category of Large. Based on the analysis above it could be concluded that the 2nd hypothesis was accepted, because it was proved both partially and simultaneously that there was significant influence, where $t_{count} (2.31 > t_{table} (1.701))$ for a level of $\alpha = 0.05$.

Second Hypothesis

Second hypothesis states that "Composition in organization, communication, personal characteristics, interpersonal, differences and issues of West Java PMDN and PMA textile companies had both partially and simultaneously had influence on dysfunctional conflict". The influence could be explained by a model in figure 4.21. From the model 4.21 could be explained that the composition of organization (1) had influence

on dysfunctional conflict of 0.11 or $(0.112 \times 100 = 1.21\%)$, this influence was very small, and compared to the influence made on functional conflict, this influence on dysfunctional conflict was still smaller $(11.56\% > 1.21\%)$. Communication factor (2) had influence on dysfunctional conflict of 0.03 or $(0.032 \times 100 = 0.09\%)$.

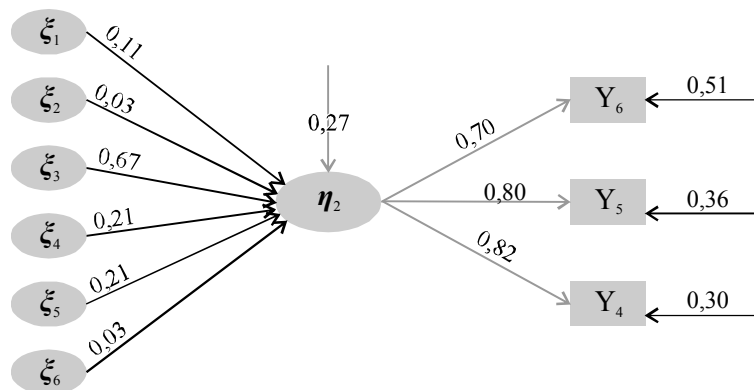


Figure 4.2: Struktural Equation Model to the Functional Conflict Influence Factor

This influence had a very small degree because it was in an interval of less than 4%, but compared to its influence on functional conflict, its influence on this conflict was larger $(0.09\% > 0.04\%)$.

The personal characteristics factor or ξ_1 had influence of 0.67 or $(0.672 \times 100 = 44.89\%)$. The influence showed the largest value compared to other factors, and this influence had a fairly large degree. Interpersonal (ξ_4) and difference (ξ_5) had the same

influence on dysfunctional conflict, that was, 0.21 or $(0.212 \times 100 = 4.41\%)$ with a small degree of influence. Issue factor (ξ_6) contributed large influence of 0.03 or $(0.032 \times 100 = 0.09\%)$ on dysfunctional conflict, and this influence was very small.

Simultaneously, the influence of the factors on dysfunctional conflict could be explained by a structural equation of LISREL, with the results as follows:

$$\text{Etha-2} = 0.11 * \text{Ksi1} + 0.028 * \text{Ksi2} + 0.67 * \text{Ksi3} + 0.13 * \text{Ksi4} + 0.21 * \text{Ksi5} + 0.026 * \text{Ksi6}, R^2 = 0.73$$

It means that simultaneously the influence of organizational composition, communication, personal characteristics, interpersonal, difference and issues on functional conflict was 73%, the remaining 27% or (1-0.73) being determined by other factors beyond this research. The influence of the six researched factors had a degree and category

of Large. Based on the analysis above it could be concluded that the 3rd hypothesis was accepted, because empirically it was proved both partially and simultaneously that there was significant influence, where $t_{count} (3.26 > t_{table} (1.701))$ for a level of $\alpha = 0.05$.

Third Hypothesis Test

The fourth states that "Functional and dysfunctional conflicts, both partially and simultaneously, had influence on productivity, on West Java PMDN and

PMA textile companies". the modeling of structural equation of the hypothesis above it could be described as follows:

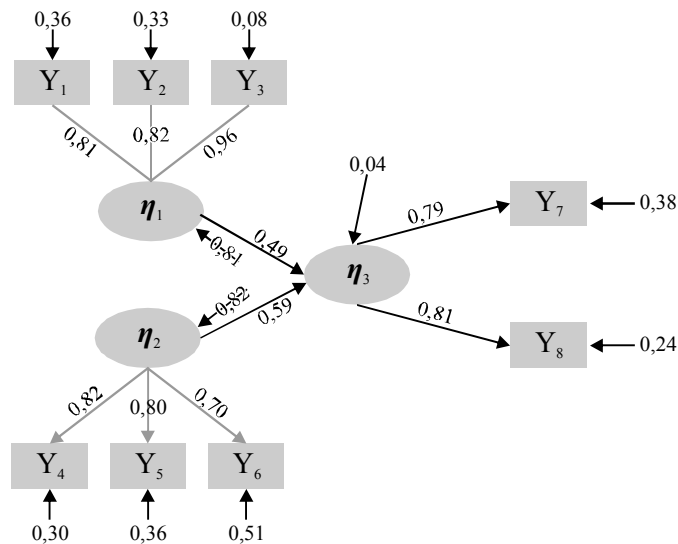


Figure 4.3: Struktural Equation Model the Functional and Disfunctional Conflict Influence to Worker Productivity

The variable of functional conflict (η_1) had influence on productivity of 0.49 or $(0.492 \times 100 = 24.01\%)$ and this influence was fairly large. Meanwhile dysfunctional conflict (η_2) showed a large influence of 0.59 or $(0.592 \times 100 = 34.81\%)$. The influence of this conflict had the same degree as that of dysfunctional conflict. Seen from their percentages, the two influences showed different values, and the largest influence was made by functional conflict on productivity.

Simultaneously, the influences of the factors on worker productivity (η_3) could be explained by a structural equation of LISREL, with the results as

follows:

$$\text{Eta-3} = 0.49 \cdot \text{Eta1} + 0.59 \cdot \text{Eta2} \quad R^2 = 0.96$$

It means that simultaneously the influences of functional and dysfunctional conflicts on worker productivity was 96%, the remaining 4% or $(1 - 0.96)$ being determined by other factors beyond this research. The influence of the two variables had a degree of very large. Based on the result above it could be concluded that the 3rd hypothesis was accepted, because it was proved both partially and simultaneously that there was significant influence, where $t_{\text{count}} (3.77) > t_{\text{table}} (1.701)$ for a level of $\alpha = 0.05$.

5. CONCLUSION AND SUGGESTION

Based on the findings of research it could be concluded:

1. The composition in organization, communication, personal characteristics, interpersonal, differences and issues West Java PMDN and PMA textile companies had both partially and simultaneously had influence on functional conflict, and the influence was significant.
2. The composition in organization, communication, personal characteristics, interpersonal, differences and issues of West Java PMDN and

PMA textile companies had both partially and simultaneously had influence on dysfunctional conflict, and the influence was significant.

3. The functional and dysfunctional conflicts, both partially and simultaneously, had influence on productivity, on West Java PMDN and PMA textile companies, and the influence was significant.

It means that worker productivity in textile industry in West Java was highly influenced by conflicts. Therefore, the factors that induced conflicts should

be well managed by textile industry in West Java, so that the intensity of conflict on worker would be constructive, rather than destructive productivity.

REFERENCE

- Davis, Keith. Newstrom, John W. *Perilaku Dalam Organisasi*. Terjemahan oleh Agus Dharma dan Alson Sinaga. 1996. Edisi Ketujuh. Erlangga Indonesia
- Harun Al-Rasyid. 1996. *Analisis Jalur (Path Analysis)*. Bandung : UNPAD LP3E.
- Hair, J.F. Anderson, R.E., Tatham, R.L., & Black, W.C. 1995. *Multivariate Data Analysis (Forted)*. New Jersey: Prentice Hall.
- , 1998. *Multivariate Data Analysis (Forted)*. New Jersey : Prentice Hall.
- Joreskog, K and D. Sorbom. 1996. *PRELIS 2 : User's Reference Guide*. Third Edition. Chicago : Scientific Software International, Inc.
- 1995. *LISREL 8. Structural Equation Modeling With The Simplis Command Language*. Second Printing. Chicago : Scientific Software International, Inc.
- Ratna Saptari dan Holzner, Brigitte. 1997. *Perempuan Kerja dan Perubahan Sosial* “ Sebuah Pengantar Studi Perempuan ”. Pustaka Utama Grafiti, Jakarta.
- Robbins, Stephen, P. 1984. *Essential of Organizational Behavior*. Englewood Cliffs : Prentice Hall. Inc.
- , 1990. *Organizational Theory : Structure, Design and Applications*. Englewood Cliffs : Prentice Hall-Inc.
- Robbins, Stephen P. and David A. De Cenzo. 1996. *Human Resources of Management*. Edisi V. John Wely and Son Inc, USA.
- Winardi. 1999. *Manajemen Konflik : Konflik Perubahan dan Pengembangan*. Edisi 1. Mandar Maju. Bandung.
- Zikmund, William G. 2001. *Business Research Methods*. 6th Edition. The Dryden Press, Orlando.
- Magazine, Working Paper and Other Reference**
- Guiding Textile Directory*. 2000-2004 Edition. API, West Java.
- Indonesian Textile Magazine*. Nomor 12/Tahun VIII/30 April 2003.
- Nomor 14/Tahun VIII/31 Juli 2003.
- Indonesian Textile and Garment Guiding Book*. 2002-2004. Special Editions. Indonesssia Textile Association, West Java District Commite.
- Industrial Estate West Java Directory*. Tahun 1999/2003. 1th Edition. BPPMD Jawa Barat.
- Jawa Barat Dalam Angka*. 2001. Biro Pusat Statistik, Bandung.
- Menteri Perindustrian dan Perdagangan, *Surat Keputusan Menteri Perindustrian dan Perdagangan Republik Indonesia Nomor 254/MPP/Kep/7/1997 Tentang Kriteria Industri Kecil dan Perdagangan Kecil Dilingkungan Departemen Perindustrian dan Perdagangan*, Jakarta : 28 Juli 1997.
- *Surat Keputusan Menteri Perindustrian dan Perdagangan Republik Indonesia Nomor 255/MPP/Kep/7/1997 Tentang Kriteria Industri Kecil dan Perdagangan Kecil Dilingkungan Departemen Perindustrian dan Perdagangan*, Jakarta : 28 Juli 1997.
- *Surat Keputusan Menteri Perindustrian dan Perdagangan Republik Indonesia Nomor 256/MPP/Kep/7/1997 Tentang Kriteria Industri Kecil dan Perdagangan Kecil Dilingkungan Departemen Perindustrian dan Perdagangan*, Jakarta : 28 Juli 1997.
- *Surat Keputusan Menteri Perindustrian dan Perdagangan Republik Indonesia Nomor 408/MPP/Kep/10/1997 Tentang Kriteria Industri Kecil dan Perdagangan Kecil Dilingkungan Departemen Perindustrian dan Perdagangan*, Jakarta : 31 Oktober 1997.
- West Java Invesment Procedure*. West Java Promotion and Invesment Board. BPPMD Prov. Jawa Barat. 2003.