

## Working-Conflict Effect on Knowledge Sharing with Organizational Communication in Makassar New Port

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### Abstract

This study aims to analyze the effect of work conflict on knowledge sharing with organizational communication as an intervening variable at PT. Indonesia Port IV (Persero) Makassar New Port Branch. This study uses saturated sampling technique, used a sample of 35 respondents' employees of PT. Indonesia Port IV (Persero) Makassar New Port Branch. The research data were obtained from questionnaire (primary), literature study based on the purpose of the research. The analysis technique used the determination coefficient test (R<sup>2</sup>), multiple linear regression with hypothesis test, T test (partial) and Sobel Test. The results showed that work conflict has an indirect effect on knowledge sharing through organizational communication at PT. Indonesia Port IV (Persero) Makassar New Port Branch. Partially or directly, the work conflict variable on knowledge sharing has a significant influence. Then the work conflict on organizational communication has an insignificant influence. And organizational communication on knowledge sharing has a direct and significant effect.

**Keywords:** Work-conflict; Organizational Communication; Knowledge Sharing

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### INTRODUCTION

As companies that are mostly engaged in business continue to emerge, competitive competition between one company and another is increasing as well. This competition is one of the challenges and obstacles faced by the company itself. To overcome this, one way that can be used so that a company can be superior to other companies is to make the best use of the information in the company that can be used to meet the information needs of the company.

Companies will face a significant turnover of employees. In addition, the knowledge possessed by one employee

becomes an asset of the employee himself. This becomes an obstacle, if an employee who has this knowledge is not in the office or leaves the company, the knowledge will come with the owner. An even more detrimental consequence of the company is the cost and time the company must spend to provide training to new employees on the knowledge of their predecessors. In information systems, there is one science concept that can answer these challenges, the concept of knowledge is Knowledge Management. Knowledge Management is not a new concept. However, its use in

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a company still plays a very important role. This is also recognized by Gao, Li, & Clarke (2008) who state that effective and efficient management of organizational knowledge and mobilization of personal knowledge can help in achieving the goals of the company. One part of Knowledge Management is Knowledge Sharing, where leaders and employees jointly start connecting, communicating, sharing and transferring their knowledge. Without sharing, the learning process and knowledge creation will be hampered. Without sharing, the scale of knowledge utilization is limited and there is no increase in value, because knowledge is only stored in the capabilities of certain individuals or organizational units.

The application of knowledge sharing as part of knowledge management in Indonesia has started to be carried out by companies engaged in various fields. One of them is a state-owned company engaged in the port sector, namely PT. Indonesia Port IV (Persero).

According to Van den Hooff & de Ridder (2004), a constructive communication climate in an organization is a central condition for successful knowledge sharing. Communication is the most important aspect so that information can be conveyed properly and employees can share knowledge well. Communication within the organization will affect the knowledge sharing that occurs in the organization. Knowledge sharing is an important source for organizations and a major function in knowledge management.

There are several factors that influence knowledge sharing, this is supported by research conducted by Diyah, et al. (2015) where from the results of their research it can be concluded that the factors that significantly influence Knowledge Sharing in the IT Division are Organizational Factors, Knowledge Resources, Individual Factors, and Technology, respectively. Where the individual factors have indicators including motivation and belief which are affected by the impact of the conflict. Given the complex nature of conflict, Panteli (2004) in his research said that if there are differences in perceptions between individuals / organizations and the relationship between them does not understand each other and is not managed properly, it can damage trust and even lead to distrust among them, and will also damage relationships and potential. for knowledge sharing, learning and knowledge creation.

Work conflict according to Mangkunegara (2009) is a situation where there is a conflict between two or more members of the organization or groups in the organization that arise because of joint activities that have different status, goals, values, and different perceptions.

In a company, problems usually occur, both among individuals and groups concerning their respective interests and the interests of the company. These problems will cause differences of opinion in principle or conflict. In general, conflict can have negative impacts (dysfunctional conflict), but there are also those that have a positive impact (functional

conflict) for the company. It depends on how to manage and direct the conflict so that it becomes a conflict that can benefit the company and employees, this is in accordance with the theory put forward by Wirawan (2010) which discusses the effects of conflict. Conflicts that arise in teamwork are the result of differences in personality, perceptions, experiences, goals, motivations or beliefs of each member of the organization who communicate with each other at work.

## LITERATURE REVIEW

### Work Conflict

Conflict is a condition where there are differences. There will always be differences because every employee has various desires, goals and knowledge. Work conflicts often occur between employees in a company and are an inevitable part and can occur due to differences between two or more people in the life of an organization, for example, such as differences in the goals of different stakeholders, perceptions, knowledge and other differences

Theoretically, Robbins (2006) suggests two types of conflict, namely functional conflict and dysfunctional conflict. Functional conflict is a confrontation between groups that adds to the benefits of organizational performance. Dysfunctional conflict is any confrontation or interaction between groups that harms the organization or hinders the achievement of organizational goals.

Conflict is the incompatibility of two or more opinions or actions considered in an organization. According to Pickering (2001), conflict occurs when in one event there are two

or more opinions or actions that are competing or inconsistent. Conflict does not have to be hostile, although this situation can be part of the conflict.

In this study, using indicators from Fitriana (2013), namely.

1. Communication error
2. Difference of Purpose
3. Differences in Judgment or Perception
4. Work Interdependence
5. Errors in Affection

### Knowledge Sharing

Knowledge sharing is a method in Knowledge Management that is used to provide opportunities for members of an organization, agencies to share knowledge, techniques, experiences and ideas with other members. Knowledge sharing is defined as a systematic process of sending, distributing, and disseminating multidimensional knowledge and context from a person or organization to other people or organizations in need through various methods and media (Lumantobing, 2011). Meanwhile, according to Junaida (2011), Knowledge Sharing is a process in which resources are given on one side and accepted by the other side and for sharing to occur, it must occur.

Diyah (2017) said Knowledge Sharing is not only limited to providing knowledge to others, but can also be in the form of.

1. Asking for feedback (feedback).
2. Asking problems
3. Tell others about their plans to do a job before the job is done.
4. Ask others for help.
5. Tell others about the task / job being done and why the task / job is being done.

6. Ask other people's opinions and ask that person's advice.
7. Asking others what they would do with a job.

Knowledge sharing allows the creation of ideas / innovations that will support the sustainability of the organization, increase the selling value so that it can compete with other organizations.

According to Cheng and Lau (2009), factors that influence people's decisions to engage in knowledge-sharing activities are grouped into three sub groups, namely.

1. Organizational Factors,
2. Individual Factors,
3. Technology Factor.

### **Organizational Communication**

Communication is something that cannot be avoided in everyday life. Likewise in an organization or company, communication is the main key in the process of exchanging information between employees within the company. Communication is a means needed to coordinate and direct employee activities towards company goals or objectives.

Communication is the exchange of verbal and non-verbal messages between the sender and the recipient of the message to change behavior, Hasby (2017). Bangun (2012) defines communication as the delivery of information from the sender to the recipient of information and can be clearly understood by the recipient of the information.

There are 3 basic types of communication channels proposed by Handoko (2012), namely:

1. Vertical Communication

2. Horizontal Communication
3. Diagonal Communication

### **RESEARCH METHOD AND DESIGN**

This study examines the effect of work conflict on knowledge sharing with organizational communication as an intervening variable at PT. Indonesia Port IV (Persero) Makassar New Port Branch with quantitative research, will look for the influence of work conflict on knowledge sharing with organizational communication as an intervening variable at PT. Indonesia Port IV (Persero) Makassar New Port Branch. This research was conducted at PT. Indonesia Port IV (Persero) Makassar New Port Branch Sultan Abdullah Raya Street, Kaluku Bodoa, District Tallo, Makassar City, South Sulawesi 90212.

Determination of the sample of respondents used in this study is through saturated sampling technique or another term is census, Determination of the sample of respondents used in this study is through saturated sampling techniques or another term is census in which all populations are sampled. According to Sugiyono (2017) Saturated sampling technique is a sampling technique when all members of the population are sampled, this is done when the population is relatively small, less than 30, or if the study wants to make generalizations with very few errors. Due to the relatively small population, the authors chose to use a saturated sampling technique, so that the sample used in this study amounted to 35 people. The method used to collect data in this study was a questionnaire, namely a number of written statements used to

obtain information from respondents. The questionnaire in this study was distributed to respondents to collect data related to work conflict variables, organizational communication, and knowledge sharing.

In measuring respondents' answers, filling out a questionnaire on the effect of work conflict on knowledge sharing with organizational communication as an intervening variable is measured using a Likert scale, with the following levels.

**Table 1.** Score on the answer the question

No.	Selection	Score	
		Positive	Negatif
1.	Strongly Agree	5	1
2.	Agree	4	2
3.	Disagree less	3	3
4.	Disagree	2	4
5.	Strongly Disagree	1	5

The analysis model used to test the hypothesis is by using Path Analysis. According to Rindi (2019) it is a Path Analysis extension of multiple linear regression which is used to analyze the relationship between variables with the aim of analyzing the direct or indirect effect of the set of independent variables on the dependent variable. The analysis equation is as follows.

$$Y2 = b1X + b2 Y1 + e \dots (1)$$

where,

X = Work Conflict

Y1 = Organization Communication

Y2 = Knowledge Sharing

e = Residual Variables

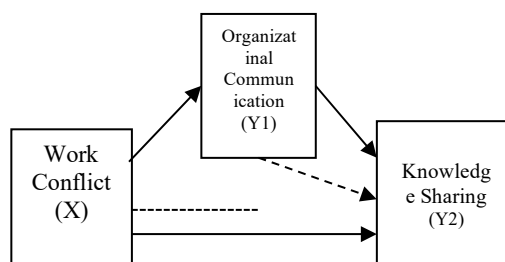
$\rho_{xy}$  = The path coefficient from X to Y1

$\rho_{xz}$  = The path coefficient from X to Y2

$\rho_{zy}$  = The path coefficient from Y2 to Y1

The research conceptual framework based on the relationship between research variables is shown in Figure 1 below:

**Figure 1.** Conceptual Framework



## RESEARCH RESULT

Methods of data collection in this study by giving questionnaires directly to each respondent on the object of research on employees of PT. Indonesia Port IV (Persero) Makassar New Port Branch. Questionnaires were distributed to 35 employees.

**Table 2.** Validity Test Result

Reserch Variable	No. Item	Corrected item total correlation	r <sub>standar</sub>	Information
Work Conflict (X)	X.1	0,474	0,338	Valid
	X.2	0,430		Valid
	X.3	0,610		Valid
	X.4	0,669		Valid
	X.5	0,772		Valid
	X.6	0,759		Valid
	X.7	0,786		Valid
	X.8	0,772		Valid
	X.9	0,654		Valid
	X.10	0,684		Valid
	X.11	0,563		Valid
	X.12	0,735		Valid
	X.13	0,656		Valid
	X.14	0,740		Valid
	X.15	0,659		Valid

Research Variable	No. Item	Corrected item total correlation	r <sub>standar</sub>	Information
Organizational Communication (Y1)	Y1.1	0,555	0,338	Valid
	Y1.2	0,393		Valid
	Y1.3	0,364		Valid
	Y1.4	0,572		Valid
	Y1.5	0,343		Valid
	Y1.6	0,663		Valid
	Y1.7	0,458		Valid
	Y1.8	0,588		Valid
	Y1.9	0,561		Valid
Research Variable	No. Item	Corrected item total correlation	r <sub>standar</sub>	Information
Knowledge Sharing (Y2)	Y2.1	0,584	0,338	Valid
	Y2.2	0,773		Valid
	Y2.3	0,614		Valid
	Y2.4	0,640		Valid
	Y2.5	0,438		Valid
	Y2.6	0,446		Valid
	Y2.7	0,384		Valid
	Y2.8	0,407		Valid
	Y2.9	0,339		Valid
	Y2.10	0,614		Valid
	Y2.11	0,524		Valid
	Y2.12	0,641		Valid
	Y2.13	0,367		Valid

Source: Author’s analysis (2020)

Testing the validity of the instrument using SPSS statistical software, where the standard criteria for the decision is by looking at the validity in the Corrected Item-Total Correlation column. If the correlation number obtained is greater than the critical number ( $r_{count} > r_{table}$ ) then the instrument is said to be valid, Sugiyono

(2016). To test the validity level of the instrument used, the instrument test was carried out on a total of 25 samples, The results of the research variable validity test with a significant level of 5%, the value of  $r_{table} = n-2$  (35-2), namely  $r_{table} = 0.338$ .

The validity test shows indicators of work conflict variables, organizational communication, and knowledge sharing, the value of Corrected Item-Total Correlation is greater than  $r_{table}$  (0.338). Thus, the indicators or questionnaires used for work conflict variables, organizational communication, and knowledge sharing are declared valid to be used as variable measurement tools.

**Table 3.** Reliability Test Result

Variable	N	N of Item	Cronbach's Alpha	r <sub>standar</sub>	Status
Work Conflict (X)	25	15	0,837	0,60	Reliabel
Organization Communication (Y1)	25	9	0,787	0,60	Reliabel
Knowledge Sharing (Y2)	25	13	0,860	0,60	Reliabel

Source: Author’s analysis (2020)

The reliability test shows the extent to which a measuring instrument can provide relatively the same results when re-measured on the same object. The minimum reliability value of the accepted dimensions of latent variables is 0.60. The results of reliable testing for 37 question items, it appears that of the 37 question items tested, all question items are reliable because they have a Cronbach's alpha value if the deleted item is above 0.60, It can be specified that for the work conflict variable with 15 question items, all the question indicators in the work conflict variable

are reliable because the Cronbach's alpha value is 0.837.

Then for the organizational communication variable with 9 question items. All question items are reliable with a Cronbach's alpha value of 0.787, Meanwhile, the knowledge sharing variable with 13 question items is reliable because it has a Cronbach's alpha value of 0.860.

### Multiple Linear Regression Analysis Test

This test result is explained by Table 4 below. The equation (1) will be

$$Y_2 = a + b_1X + b_2Y_1 + e \dots (2)$$

$$Y = 34,210 + 0,207X + 0,371Y_1 \dots (3)$$

where,  $a = 34,210$  means that the constant value, when work conflict and organizational communication do not exist, then the value of knowledge sharing is 34.210.  $b_1$  means that employee work conflict regression coefficient of 0.207 states that if the work conflict increases by one unit and there is no organizational communication, then knowledge sharing will increase by 0.293 units.

**Table 4.** Multiple Linear Regression Test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	34.210	7.497		4.563	.000
Work conflict	.207	.086	.451	2.442	.024
Organization communication	.371	.143	.467	2.597	.016

a. Dependent Variable: knowledge sharing

Source: Author's analysis (2020)

The regression coefficient  $b_2$  of employee organizational communication is 0.371, which states that if

organizational communication between employees increases by one unit and there is no work conflict, then knowledge sharing increases by 0.371 units.

The results of multiple linear regression analysis from table 4 show that work conflict has a positive influence on knowledge sharing and organizational communication also has a positive influence on knowledge sharing.

### Determination Coefficient Test (R2)

**Table 5.** Determination Coefficient Test Results (R2); Knowledge Sharing (Y2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.646 <sup>a</sup>	.417	.364	1.803

a. Predictors: (Constant), organization communication, work conflict

Source: Author's analysis (2020)

Based on table 5, the results of the coefficient of determination show that the value of  $R = 0.646$ . To find out the amount of variation from knowledge sharing, it can be seen from the value of R Square which is obtained at 0.417.

This means that the variation of knowledge sharing at PT. Indonesia Port IV (Persero), Makassar New Port Branch is influenced by work conflict and organizational communication by 41.7% and the remaining 58.3% is influenced by other factors not included in this study.

### Hypothesis Testing

**Table 6.** T-test Results; Organizational Communication as Dependent Variable (Y1)

Model	t	Sig.
1 (Constant)	3.585	.002
Work Conflict	1.968	.061

a. Dependent Variable: Organizational Communication

Source: Author’s analysis (2020)

Based on table 6 above, it can be seen that the results of testing the hypothesis regarding work conflict have a t value = 1.968 with a significance level of 0.061.

This significant level is greater than 0.05, which means that work conflict has a positive effect but does not have a significant effect on organizational communication.

**Table 7.** T-test Results; Knowledge Sharing as Dependent Variable (Y2)

Model	t	Sig.
1 (Constant)	4.563	.000
Work Conflict	2.422	.024
Organizational Communication	2.597	.016

a. Dependent Variable: Knowledge Sharing

Source: Author’s analysis (2020)

Based on table 7 above, it can be seen that the results of testing the hypothesis regarding work conflict have a tcount = 2.442 with a significance level of 0.024. This significant level is less than 0.05, which means that work conflict has a positive and significant direct effect on knowledge sharing.

Then for the organizational communication variable, the tcount = 2.597 with a significance level of 0.016 was obtained. The significance level is less than 0.05, which means that organizational communication has a significant positive direct effect on knowledge sharing.

Based on the results of the T test above, then it becomes the basis for knowing the magnitude of the indirect effect and the total effect between variables.

1. Indirect Effect

$$\begin{aligned}
 X \rightarrow Y1 \rightarrow Y2 &= (\rho Y1X) \times (\rho Y1Y2) \\
 &= (0,380) \times (0,467) \\
 &= 0,177
 \end{aligned}$$

A value of 0.177 means that the indirect effect of work conflict variables on knowledge sharing through organizational communication variables is 0.177 or 17.7%.

2. Indirect Effect

$$\begin{aligned}
 \text{Total effect} &= \text{Direct Effect} + \text{Indirect Effect} \\
 &= \rho Y2X + (\rho Y1X) \times (\rho Y1Y2) \\
 &= 0,452 + (0,380) \times (0,467) \\
 &= 0,452 + 0,177 \\
 &= 0,629
 \end{aligned}$$

The total effect of work conflict on the knowledge sharing variable through organizational communication is 0.629 or 62.9%.

However, to determine whether the mediation effect is significant or not, the Sobel test is tested as follows.

$$\begin{aligned}
 Sab &= \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2} \\
 &= \sqrt{(0,467)^2(0,112)^2 + (0,451)^2(0,143)^2 + (0,112)^2(0,143)^2} \\
 &= \sqrt{(0,2180)(0,0125) + (0,2034)(0,0204) + (0,0125)(0,0204)} \\
 &= \sqrt{(0,0027) + (0,0041) + (0,0002)} \\
 &= \sqrt{0,007} \\
 &= 0,0836
 \end{aligned}$$

where,

- Sab : The amount of standard error has an indirect effect
- a : Independent variable path (X) with intervening variable (Y1)
- b : Intervening variable path (Y1) with the dependent variable (Y2)
- sa : Standard error coefficient a
- sb : Standard error coefficient b



Based on the results of this Sab, we can calculate the t statistical effect of mediation with the following formula.

$$t = \frac{ab}{Sab}$$

$$t = \frac{0,380 \times 0,467}{0,0836} = 2,11722$$

Therefore, t count = 2.11722 is greater than t table with a significance level of 0.05, namely 1.71714, it can be concluded that there is a significant effect of mediation.

**Table 8.** Direct, Indirect and Total Effects

Causal Relationship Between Variables	Direct Effect	Indirect Effect	Total Effect	t count	Sig.	Information
X → Y1	0,380		0,380	1,968	0,061	Not Significant
X → Y2	0,451		0,451	2,442	0,024	Significant
Y1 → Y2	0,467		0,467	2,597	0,016	Significant
X → Y1 → Y2		0,177	0,629	2,117		Mediate

Source: Primary data processed, 2020

## DISCUSSION

From the results of data processing between work conflict and knowledge sharing, it can be seen that the path coefficient value is 0.451 and has a tcount = 2.442 with a significance level of 0.024. This significant level is less than 0.05, which means that work conflict has a positive and significant direct effect on knowledge sharing. This means that the work conflict that occurs is a functional work conflict that has a positive impact on knowledge sharing, so that the higher the level of work conflict, the better knowledge sharing.

This result is in accordance with that stated by Wahyudi and Akdon (2005) who say that conflict has a positive influence on human life, including increasing understanding of various problems, clarifying, enriching

ideas, fostering a deeper mutual understanding of other people's opinions, seeking joint problem solving, task orientation, unifying organizational members, the possibility of finding ways to better use organizational resources, finding ways to improve organizational performance, maximize performance, make changes and adjust to developments in science and technology, community needs, conducts, and evaluates work. In line with the research conducted by Diyah et al. (2015) where from the results of their research it can be concluded that the factors that significantly influence Knowledge Sharing in the IT Division are Organizational Factors, Knowledge Resources, Individual Factors, and Technology, respectively. Where the individual factors have indicators including motivation and belief which are affected by the impact of the conflict.

From the results of data processing between work conflict with organizational communication, it can be seen that the tcount = 1.968 with a significance level of 0.061. This significant level is greater than 0.05, which means that work conflict has a positive but insignificant influence on organizational communication.

This is in line with the results of the variable description which states that vertical communication, horizontal communication, and diagonal communication at PT. Indonesia Port IV (Persero) Makassar New Port Branch has a very high average score. This means that, organizational communication at PT. Indonesia Port IV (Persero) Makassar New Port Branch is running very well, without being influenced by other variables. This is also supported by

several statements from the work conflict variable indicator, namely communication errors that get a very high average value, where it is stated that employees feel good communication among coworkers, even though employees have conveyed the wrong message. Which means that, communication errors that have been experienced by employees and trigger work conflicts do not significantly affect organizational communication at PT. Indonesia Port IV (Persero) Makassar New Port Branch.

From the results of data processing between organizational communication and knowledge sharing, it can be seen that the  $t$  value = 2.597 with a significance level of 0.016. This significance level is less than 0.05, which means that the better the organizational communication, the better the knowledge sharing process will be.

The results of this study are in line with research conducted by Ervingka (2017) which states in his research that organizational communication has a significant effect on knowledge sharing, where the higher the organizational communication is carried out, the higher the employee's knowledge sharing, likewise with research conducted by Agnes et al. (2013) with the results of the study showing that organizational communication has a significant effect on knowledge sharing.

This means that the better organizational communication within a company, the better and smoother the knowledge sharing process between employees will be. Van den Hooff & de Ridder (2004) states that a constructive

communication climate in an organization is a central condition for successful knowledge sharing.

The results of data processing on the relationship between work conflict and knowledge sharing through organizational communication using the Sobel test show that there is an effect of work conflict mediation on knowledge sharing through organizational communication with the test results showing that  $t = 2.11722$  is greater than  $t$  table with a significance level of 0, 05 which is 1.71714.

Then based on the total effect table, the direct and indirect relationship between variables is that the value of the direct effect is greater than the value of the indirect effect, namely 0.451 or 45.1%. The indirect effect must be calculated by multiplying the work conflict path coefficient ( $X$ ) to organizational communication ( $Y1$ ) with the organizational communication path coefficient ( $Y1$ ) to knowledge sharing ( $Y2$ ), namely  $(0.380) \times (0.467) = 0.177$  of 17.7%. So that the total direct and indirect effect in this study is 0.628 of 62.8%. And 0.372 or 37.2% is the influence of other variables  $\epsilon$  on knowledge sharing ( $Y2$ ) which is not raised in this study.

Based on the data above, it can be concluded that in order to increase knowledge sharing in the organization, it is necessary to have a good relationship between all elements of the organization from superiors to subordinates by trusting each other in working together, and always communicating if there are differences of opinion or problems that occur, so that the communication

process in sharing knowledge runs smoothly.

The relationship between direct and indirect influence on work conflicts, work communication, and knowledge sharing is a reciprocal relationship. This relationship can occur between individuals and individuals, individuals with groups or groups with groups. This is discussed in social interaction theory. Basrowi (2015) suggests that social interaction is a dynamic relationship that brings people together, groups with groups, and people with human groups. The form is not only cooperative, but also in the form of action, competition, dispute and the like.

One aspect of social interaction is communication. Soekanto (2002) argues that communication is conveying information, ideas, conceptions, knowledge and actions to each other as recipients or communicators as well as recipients or communicants.

## CONCLUSION

Based on the results of the analysis that has been carried out, it shows that work conflicts that occur between employees have a positive impact in increasing knowledge sharing.

Good communication between individuals/organizations, the knowledge sharing process can happen by itself. Even well-communicated conflicts can create a knowledge sharing process. We no longer need to feel afraid because it turns out that the conflicts that occur do not always have bad consequences as long as they can be managed properly. Precisely with the existence of conflict will provoke the creativity and innovation of members of

the organization both individually and collectively.

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