

# **The Role Of Organizational Conflict on The Relationship Of Organizational Justice and The Performance of Lecturers In Private Universities In Riau Indonesia**

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## **Abstract**

The study of organizational conflict is a study that needs to receive attention in the ever -changing organizational code in the era of industrial revolution 4.0 today, so this study contributes to the organizational conflict literature that specifically to test the role of organizational conflict on organizational justice and performance. This study was conducted on private universities lecturers in Riau Indonesia region of 298 respondents through stratified proportional random sampling method, using questionnaires and data analysis using SEM PLS. The results of the study found that organizational justice positive and insignificant to performance, organizational justice negative and significant to organizational conflict, organizational conflict negative and significant to performance, and organizational conflict fully mediate the relationship of organizational justice and performance.

**Keywords:** organizational conflict, organizational justice, performance, Riau lecturers.

## **1. Introduction**

At the global level the hotly debated issues nowadays are largely related to the 4.0 industrial revolution. All machines are connected to each other, focusing on cyber physical systems that can radically change the way humans live, work, and communicate (Retnowati, Mardapi & Kartowagiran, 2018). The innovations produced to make life easier are limitless, but the challenges that must be solved are also extremely complex. This situation will lead each organization to various forms of change, whether large or small changes and whenever there is a process of change, the organization will usually not escape the problem of conflict.

Understanding the conflict model in an organization is a unique fact, and this is a challenge that every leader in the organization needs to face. Irawanto and Wirawan (2007) state that at least 20 to 25 percent of leaders 'time is used to face, manage and resolve conflicts in their respective organizations. In addition Rum, Troena, Hadiwidjoyo and Surachman (2013) say that conflict management is ranked seventh out of ten priorities of managerial activities to lead a company.

Therefore, the models of conflict that occur in the organizational environment need to be studied and discussed well. Further, in functioning as a leader it is highly demanded to know how to manage conflict well, so that the organization can reach to the maximum level and minimize the adverse consequences caused by conflict (Owens, 1991; Wijayati, 2009; Mohamed, 2017; Mills, Roseline, Mene & Taripanyefori, 2020).

To that end, essentially the study of organizational conflict can be found in much of the literature. In this study the researcher focused on contributing in the study of conflict that is to describe a comprehensive model of the relationship between organizational justice, organizational conflict and performance that is considered very necessary. There are many studies of organizational conflict but have not focused on studies linking conflict,

organizational justice and performance, such as the studies of Ahmed, Shahzad, Fareed, Zulfiqar and Naveed (2014) Abazeed (2017), Posthuma (2014), Zhang, Chen and Sun (2015 ), Zhang and Huo (2015), also Chung (2015).

Studies of the relationship of conflict and organizational justice have also been conducted as in some previous literature. As Tatum and Eberlin (2014) wrote their study of organizational justice and conflict style. In this study, it is explained that the issue of fairness is very important in understanding conflict in organizations, however, this study does not look at its impact on employee performance. The study of Lara and Verano-Tacoronte (2012) looked at the relationship of procedural justice to deviant behavior in the workplace and found that this relationship is mediated by normative conflict, this study did not look at its impact on employee performance. Other studies have also focused on issues of conflict and justice, but have also not linked how they impact performance (see, Awamlah, 2013; Harrison, Hopeck, Desrayaud & Imboden, 2013; Paden, 2008; Way, Jimmieson & Bordia, 2014; Gordon, 2019; Zahid et al., 2019; Juan & Ramirez, 2019; Fernández-Salineró, Abal & Topa, 2019).

This study was conducted on private university lecturers in Riau Indonesia, because it is considered to have problems related to organizational conflict. Data show that in Indonesia there are around 300 universities each year that experience conflict problems, either in the form of power conflicts or asset -related conflicts, where such conflicts disrupt student activities (Gunawan & Waluyo, 2016). In addition, the evaluation results indicate that much of the energy and time spent by university leaders in Indonesia is in order to resolve conflicts in their university environment (Hery, 2016). In fact, the Ministry of Research (2016) has issued a circular letter on the transfer of lecturer data between universities, which is a solution to many problems of conflict between lecturer peers at the tertiary level.

## **2. Literature Review**

### **2.1. Organizational justice**

The expert definition of organizational justice can be concluded the same as that described by Folger and Konovsky (1989) namely organizational justice is an individual's perception of the fairness of the treatment he receives in the organization (Pracha et al., 2017). Thus, organizational justice referred to in this study is a feeling that exists within individuals who want to be treated fairly in the organizational environment in which they function. The dimension aspect to measure organizational justice was initially only focused on distributive justice and procedural justice (Robbins, 2003; Hameed Al-ali et al., 2019; Isnanto & Dewi, 2020). However, because Greenberg's (1993) study has offered another form of justice called structural justice and social justice, based on the development of Greenberg's concept of justice, many experts explain that organizational justice is generally considered to consist of three different components. namely: distributive justice, procedural justice and interaction justice (Cropanzano et al, 2007; Akram et al., 2020; Hadiyani et al., 2018; Hisyam Selamat & Wan Ran, 2019). In subsequent developments, interaction justice has also been divided into two classes, namely proclamation justice and interpersonal justice (Nabatchi et al., 2007; Hadiyani et al., 2018; Hisyam Selamat & Wan Ran, 2019). Therefore, based on the development of organizational justice theory, it is generally accepted that the dimensions of justice are distributive justice, procedural justice and interaction justice and these three dimensions are used as a measure of organizational justice in this study.

### **2.2. Organizational conflict**

The definition of conflict referring to the organizational context has basically been explained by many management experts, starting with Dubrinit (1984). Based on these many definitions, conflict has several key words, namely the existence of procrastination, contradiction, difference of opinion, procrastination, conflict, conflict, competition and strife. Thus, the organizational conflict referred to in this study is the existence of procrastination, contradiction, difference of opinion, procrastination, conflicting feelings, conflict, competition and commotion that occurs between individuals in the organizational environment. Aspects of the dimensions of the size of organizational conflict, as the results of studies (Speakman & Ryals, 2010; Mills et al., 2020; Mohamed, 2017) which cover the various typologies of conflict that have been suggested by many experts starting by Wall and Nolan (1986) to Guerra et al. al. (2005) concluded that relationship conflict and task conflict have been widely accepted as types of interpersonal conflict used by psychological and management investigators as dimensions of organizational conflict (Mustafa et al., 2019). These two aspects (task conflict and relationship conflict) are dimensions that will be used to explain the modifiers of organizational conflict in this study.

### **2.3. Lecturer performance**

The definition of performance is basically also widely explained by management experts, starting simply by Stoner and Wankel (1988) and also Colquitt, et al (2009). Based on several definitions of performance by many

of these experts, although Armstrong's (1999) view explains that performance is related to the behavioral aspects of workers, in general it is considered that performance is defined more as the performance of work results which can be in the form of quality and quantity performances (Krisnawati & Lestari, 2018; Prihatiningtias & Julianto, 2020). In Indonesia, educators as mandated in Law Number 14 of 2005 concerning Teachers and Educators are declared as professional educators and scientists with the main task of changing, developing, and disseminating science, technology, and art through education, research, and service to the public. Furthermore, based on the Joint Regulation of the Minister of Education and Culture and the Chairperson of the Indonesian Public Service Agency, Number: 24 of 2014 concerning Functional Lecturers and credit scores in the framework of the promotion guide, it is explained that there are other tasks related to the task of support. Therefore, the performances of the lecturers referred to in this study are the performances of the lecturers both in terms of quantity and quality of work, as well as the form of behavior or efforts made by the lecturers in carrying out and developing tasks in the form of education and teaching, investigations and also community service, as well as other tasks performed by the lecturer.

### 3. Methods

This study uses quantitative study design method because it is appropriate (Creswell, 2016; Sugiyono, 2019) because this study aims to determine the attitudes and perceptions of private university lecturers in Riau Indonesia, about organizational justice, organizational conflict and performance, and test the hypothesis of influence variables independent (IV) of dependent variables (DV), and it involved a large study population of private university lecturers in Riau Indonesia and required accurate sampling.

The study population is all lecturers in private universities in Riau from seven private universities in Riau Indonesia, the sample was selected as many as 298 people using stratified proportional random sampling method, where lecturers with the position of expert assistant, lecturer, head lecturer and professor were selected as a respondent.

Organizational justice in this study was measured through three aspects namely distributional justice, procedural justice and interaction justice. The organizational justice instrument is modified from the instruments of Niehoff and Moorman (1998) and Colquitt (2001), as well as also modified from several writings such as Herr (2015), Larmour-Trode (2015), Mathur and Padmakumari (2013). Organizational conflict is measured through two aspects, namely work task -related conflict and relationship conflict between co -workers. The organizational conflict instrument adopts the instrument of Jehn (1995), Pearson et al. (2002), Rahim and Magner (1995), also modified from several writings such as Hjerto (2014), Jehn, Greer, Levine and Szulanski (2008). Lecturers' performance is measured by five aspects, namely, development of learning quality, development of knowledge/skills, community service, institutional management and improving the quality of learning activities. The lecturer's performance instrument was modified from the self -identification instrument of the Directorate General of Higher Education of the Ministry of Education and Culture of Indonesia (2015). To analyze and test the relationship between variables with other variables, as well as the mediation effect in this study, it was done by structural equation analysis or (SEM-PLS).

### 4. Results and Discussion

Based on the results of data analysis obtained some results as follows.

Table 1. Mediation Impact Analysis Scores

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
ORGANIZATIONAL JUSTICE -> ORGANIZATIONAL CONFLICT	-0.950	-0.951	0.007	133.226	0.000
ORGANIZATIONAL JUSTICE -> PERFORMANCE	0.124	0.132	0.092	1.306	0.173
ORGANIZATIONAL CONFLICT -> PERFORMANCE	-1.038	-1.044	0.088	11.511	0.000

Table 2. Indirect Relationship Analysis Scores

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
ORGANIZATIONAL JUSTICE -> ORGANIZATIONAL CONFLICT -> PERFORMANCE	0.986	0.993	0.085	11.613	0.000

Furthermore, this research path diagram is also obtained as follows:

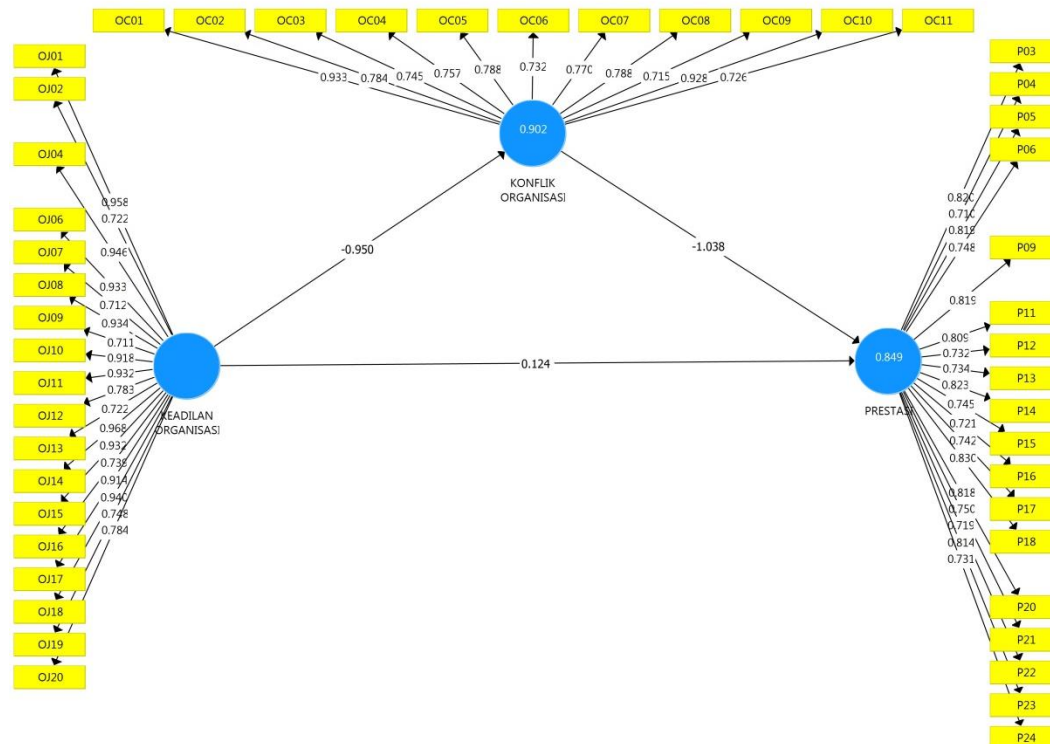


Figure 1. Path Diagram Of Research Results

#### 4.1 The relationship between organizational justice and performance

Based on the results of the analysis in table 1, the effect score of the relationship between organizational justice and performance is 0.124 with T Statistics 1.306 and P Values 0.173, this indicates that there is a positive relationship between organizational justice and performance, but this relationship is not significant because it has T Statistics less than 1.96 and P Values greater than 0.05. Empirically, many studies prove that organizational justice is positively related to performance, in many studies almost no different results, generally there is a positive relationship between organizational justice and performance. (see, Mohamed, 2014; Moazzezi, Sattari & Bablan, 2014; Mehmood & Ahmad, 2016; Kristanto, 2015; Leventhal, 1980; Cohan-Charash & Spector, 2001; Colquitt et al, 2001; Hisyam Selamat & Wan Ran, 2019 ; Đorđević et al., 2019; Prihatiningtias & Julianto, 2020; Alvi, Lashari, Rehman, Kaur & Jawaid, 2019), but studies (see, Mehrabi, Javadi, Charmian & Tanhaei, 2012; Aizzat Mohd. Nasurdin & Kuantan), 2011; Saputra & Wibawa, 2018; Warokka, Gallato & Moorthy, 2016) found no positive and significant relationship between organizational fairness and performance.

#### 4.2 Relationship between organizational justice and organizational conflict

Based on the results of the analysis in table 1, the impression score of the relationship between organizational justice and organizational conflict is -0.950 with T Statistics 133,226 and P Values 0.000, this indicates that there is a negative relationship between organizational justice and organizational conflict, and there is

a significant relationship because it has a T Statistics are more than 1.96 and P Values are less than 0.05. Failure to address organizational justice issues is an important source of conflict (Fernández-Salinero et al., 2019). Other investigators have also emphasized that organizational justice is an important aspect for workers to achieve organizational goals, and will be effective in resolving conflicts (see, Al-Otaibi: 2006; Mohammed, 2006; Beardawell & Holden, 2001; Elman, 2001; Fernández-Salinero et al. al., 2019; Juan & Ramirez, 2019). The results of the study by Guowei (2013) found that the perception of organizational justice felt by workers had a significant impact on perceptions of organizational conflict. Layman (2013) found that organizational justice has an inverse (negative) relationship with organizational conflict. Likewise, studies by Siegel, Kerwina, Jordan and Turner (2015) explain that perceptions of injustice can increase the potential for disputes regarding codes of ethics and organizational procedures, as well as several other studies that mention the importance of organizational justice to reduce organizational conflict (see, Fernández-Salinero et al. al., 2019; Juan & Ramirez, 2019; Warokka et al., 2016; Zahid et al., 2019).

### **4.3 The relationship between organizational conflict and performance**

Based on the results of the analysis in Table 1, the impression score of the relationship between organizational justice and organizational conflict is -1.038 with T Statistics 11,511 and P Values 0.000, this indicates that there is a negative relationship between organizational justice and organizational conflict, and there is a significant relationship because it has a T Statistics are more than 1.96 and P Values are less than 0.05. Studies such as (Peterson & Behfar, 2003; Edmondson & Smith, 2006; Widiyowati, Kriyantono & Dwi Prasetyo, 2018) explain the impact of organizational conflict that interferes with performance. Tjosvold (1997) explains that conflict affects the company positively or negatively (Mustaqim, 2016). Some studies explain that although conflict is often viewed negatively, conflict can be a factor that can build and improve employee and organizational performance (see, Jehn, 1995; Amason, 1996; Robbin, 1996; Spector & Jex, 1998; Pelled et al, 1999; Deutsch & Coleman, 2000; Eckert & Rinehart, 2005; Halbesleben, 2010; Daft, 2011; Garcia, 2013; Rum, Troena, Hadiwidjoyo & Surachman, 2013; Silalahi, 2019). However, several studies have also explained that conflict has a negative impact on employee and organizational performance (see, Hackman & Morris, 1975; Stoner & Freeman, 1989; Wall & Callister, 1995; De Dreu & Van de, 2001; De Dreu & Weingart ,2003; Hussain & Mujtaba, 2012; De Wit et al 2012; Juwita & Arintika, 2018).

### **4.4 The role of organizational conflict as a mediator in the relationship between organizational justice**

Based on the results of the analysis in Table 1, the impression score of the indirect relationship between organizational justice and performance is 0.986 with T Statistics 11.613 and P Values 0.000, this indicates that organizational conflict fully mediates the relationship between organizational justice and performance, because it has T Statistics more than 1.96 and P Values less than 0.05. Chung's (2015) study states that organizational conflict mediates alienating relationships in the work environment and civic behavior. A study by Lara and Verano-Tacoronte (2012) also found the effect of organizational conflict mediators on the relationship between organizational justice and workplace fraud. Referring to the views of Tatum and Eberlin (2008), Tatum and Eberlin (2012), as well as The Conflict Resolution Professionals Group (2016) stated that conflict should not be prevented from happening and although sometimes it gives a positive impression to the organization, but the impression negative if the issue of justice cannot be handled effectively.

## **5. Conclusion**

The results of the study found that organizational justice positive and insignificant to performance, organizational justice negative and significant to organizational conflict, organizational conflict negative and significant to performance, and organizational conflict fully mediate the relationship of organizational justice and performance.

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