

## **Conflict resolution skills in Trust In Management, Effect of Safety incidents On Steel Manufactures**

**Riyadi Nugroho**

University of 17 Agustus 1945 Surabaya

**M. Yusuf Arnol**

University of 45 Surabaya

### **ABSTRACT**

**This research aims to analyze the influence of conflict resolution skills, Trust in management for safety incidents in steel manufacturing in East Java Province. This research uses survey method conducted on all employees of production division from steel factory companies amounting to 162 employees. The number of samples used as much as 115 respondents obtained from the formula Slovin. Data analysis and hypothesis in this research using Structural Equation Modeling (SEM) with AMOS 20.0 software. The results of this study indicate that two hypotheses are accepted. The significance of this hypothesis suggests indirectly but through safety climate mediation, so the skills of production division workers in preventing accidents will increase**

**Keywords:** conflict resolution skills; trust in management; safety incidents.

### **INTRODUCTION**

Based on data of BPJS Employment in East Java Province, in 2016 to July, there was 1390 incident. Every day there are 11 accidents and 21 deaths, this is equivalent to every workday happened 1 worker died while doing work in the various sector, including manufacturing industry. Therefore, employees in a company and things that may be affected directly or indirectly by activities in the workplace are urgently needed to involve health and safety protection (Umeokafor, et al., 2014).

The biggest cause of any accident occurring in the steel industry in East Java province is human error, the researcher still holds the view of the lack of organizational commitment on each individual or group and the structure in the company in carrying out the efforts to prevent the occurrence of accidents.

It takes skill in resolving conflicts so that all OHS programs can be accepted by all parties and achievements can be achieved successfully. Mc Collum (2009) explains that conflict is a fact of life, then there's no way we can avoid it. Conflict can be avoided if the same perception of a group has formed in a working climate, in particular, to build and strengthen the safety climate.

### **LITERATUR REVIEW**

#### **Conflict Resolution Skills**

Conflict can be explained as a process of interaction that occurs due to the difference between two opinions or point of view of the parties involved either having a positive influence or negative influence (Robbins, 2004). Conflicts can appear because there are conditions underlying or preceding. The condition also called the source of the conflict, consists of three factors, namely: (1) Communication factors, (2) Structural factors, (3) Personal factors. Conflict resolution skills play a constructive role in the development of new ideas and practices that finally create new opportunities for organizations to grow (Damanpour, 1991).

## Trust in Management

Trust in management is the employee's trust in accepting the actions the organization desires on the basis of the belief that the organization has appreciated them and well intent on them (Spears, 1998). Better changes in the future can be achieved if leaders focus more on achieving changes in values, beliefs, attitudes, behaviors, emotional, and subordinate needs.

## Safety Incidents

Accidents are unexpected and undesirable incidents that disrupt the process of an organized activity (Santoso, 2004). Accidents do not happen accidentally, but there is a reason. Accidents can be prevented and similar accidents do not recur again, it is worth investigating and finding the cause of the accident, in order to further take corrective action aimed at the cause and further preventive efforts (Suma'ur, 2009). Occupational accident prevention is aimed at: (1) Work environment, (2) Machinery and work equipment, (3) Work equipment tools, (4) Human factor (Suma'mur, 2009).

## METHODOLOGY

This research is survey research method. According to Kerlinger (2004) explains that survey research is a research conducted on large and small populations, but the data studied is data from the samples taken from the population, so that found the relative incident, distributions, and relationships between sociological and psychological variables.

Population in this research is all employees of production division from steel factory company which amounted to 162 employees. The number of samples used as much as 115 respondents obtained from the formula Slovin. This research use proportional random sampling method and sampling from steel factory company in East Java province.

Data analysis techniques in this research using analytical methods that can provide a simultaneous analysis process associated with multi-variant research model, namely Structural Equation Modeling (SEM) using AMOS 20.0 software. According to Ferdinand (2006:6), SEM is a set of statistical techniques that enable the testing of a relatively complicated set of relationships simultaneously. While the conceptual framework of research can be seen in Figure 1.

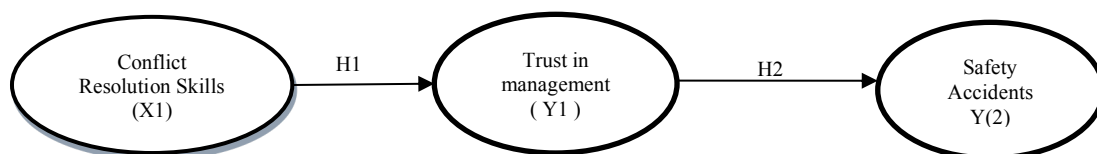


Figure 1. Conceptual Framework of Research

## RESULTS AND DISCUSSIONS

In SEM, model reliability is checked using construct reliability. A model is said to be reliable when the construct reliability value of each variable/construct is greater than 0.70 (Solimun, 2002). The results of the construct reliability test on the research variables can be seen in Table 1 below.

**Table 1. Construct Reliability Research Variables**

Variables	Indicator	Factor Loading (FL)	(FL) <sup>2</sup>	Error (1-FL <sup>2</sup> )	Construct Reliability
Conflict Resolution Skills (X2)	X2.1	0,722	0,521	0,479	0,795
	X2.2	0,653	0,426	0,574	
	X2.3	0,697	0,486	0,514	
	X2.4	0,734	0,539	0,461	
Trust in Management (Y1)	Y1.1	0,681	0,464	0,536	0,822
	Y1.2	0,829	0,687	0,313	
	Y1.3	0,803	0,645	0,355	
	Y1.4	0,900	0,810	0,190	
Safety incidents (Y2)	Y2.1	0,827	0,684	0,316	0,882
	Y2.2	0,842	0,709	0,291	
	Y2.3	0,796	0,634	0,366	
	Y2.4	0,764	0,584	0,416	

Source: data processed

Table 1 shows that the research variables have to construct reliability values all greater than 0.70, so it is concluded that these variables are reliable in formulating the models developed in this research.

Based on table 2, it can be explained that the result of regression weight test has CR value greater than 1,96 and p-value less than 5%, so H<sub>1</sub>, H<sub>2</sub>, is acceptable, unless the conflict resolution skills variable to trust in management shows insignificant results with CR value of 0,373 (smaller than 1.96) and the level of significance (p-value) of 0.602 (greater than 5%).

**Table 2. Hypothesis Testing Through Regression Weight Test**

Relation of causality		Koef.	C.R.	P value	Notes
Conflict Resolution Skills (X <sub>1</sub> )	→ Trust in Management (Y <sub>1</sub> )	0,373	3,710	0,000	Significant
Trust in management (Y <sub>1</sub> )	→ Safety incidents (Y <sub>2</sub> )	0,602	7,310	0,000	Significant

Source: data processed

### CONCLUSION

The results of this research can be concluded: (1) Conflict resolution skills influence the trust in management in the steel Manufacturing in East Java Province; (2) The Trust in management influence safety incidents in the steel Manufacturing in East Java Province.

### References

- Damanpour, F., Organizational innovation: A meta-analysis of effects of determinants and moderators. *Academy of management journal*, 1991. 34(3): p. 555-590.
- Griffin, M. A., & Neal, A., Perceptions of safety at work: a framework for linking safety climate to safety performance, knowledge, and motivation. *Journal of occupational health psychology*, 2000. 5(3): p. 347-358.
- Solimun, Structural Equation Modeling LISREL dan Amos, Fakultas MIPA Universitas Brawijaya, Malang. Sopiah, 2008. *Perilaku Organisasi*. Yogyakarta: Andi
- Suma'mur, P.K, *Hygiene Perusahaan dan Kesehatan Kerja (Hiperkes)*, 2009. Jakarta: CV. Sagung Seto.
- Kerlinger, Fred N., *Asas-asas Penelitian Behavioral*, 2004. Yogyakarta: Universitas Gadjahmada
- McAllister, D.J., Affect- and Cognition-Based Trust as Foundations for Interpersonal Cooperation in Organizations. *Academy of Management Journal*, 1995. 38: p. 24-59

McCollum, S., *Managing Resolution Conflict*, 2009. New York: Infobase Publishing.

Mowday, R. T., Porter, L. W., and Steers, R. M., *Employee Organization Linkage: The Psychology of Commitment, Absenteeism and Reparation*, 1982. New York: Academic

Santoso, G., *Manajemen keselamatan dan kesehatan kerja*, 2004. Prestasi Pustaka Publisher

Schneider, B., Wheeler, J. K., and Cox, J. F. (1992). A passion for service: Using content analysis to explicate service climate themes. *Journal of applied psychology*, 1992. 77(5): p.705

Umeokafor, N., Isaac, D., Jones, K., and Umeadi, B. (2014). Enforcement of occupational safety and health regulations in Nigeria: An exploration. *European Scientific Journal*, 2014. 3: p. 93-104