

The Effect of Conflict Management and Employee Training on the Work Ability of Coffeeshop Baristas in Padang City

Habby Burahman¹, Gesit Thabrani¹

¹Departement of Management, Universitas Negeri Padang, West Sumatera, Indonesia,

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ABSTRACT

This study aims to determine the effect of conflict management and employee training on the work ability of coffeeshop baristas in Padang City. This study uses descriptive statistical data analysis techniques and multiple linear regression test with quantitative methods. The population in this study were baristas from the brewtherhood forum in Padang City with a sample of 40 respondents. In this study, the data collection technique was using a questionnaire. Based on the results of this study it shows that conflict management has a significant and positive effect on work ability which can be proven by the value of t count > t table that is $2.299 > 2.026$, employee training has a significant and positive effect on work ability with t count $2.173 > t$ table 2.026 . In addition, the two independent variables of conflict management and employee training have a significant and simultaneous effect on work ability where the value of Fcount is $25,449 > F$ table $3,24$.



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* Corresponding author: [e-mail: thabrani@fe.unp.ac.id](mailto:thabrani@fe.unp.ac.id)

INTRODUCTION

Human resources are one of the factors that establish the success of a company in achieving the goals. This is because human resources have a role that controls the activities of the company where when a company does not have adequate resources, then the company cannot develop properly. As for creating good human resources, good management of human resources in the company is needed. Human resource management is an activity that is carried out to obtain, develop and use resources with the aim that the company can develop.

One of the resources in the city of Padang that is currently developing is a barista. Panggabean (2012) explains that Baristas are individuals who brew coffee and understand the execution. The work ability of a barista greatly determines the quality of the product offering. The basic ability of a barista has been regulated by the Indonesian Ministry of Manpower and Transmigration No. 370 of 2013 about the Indonesian National Work Competency Standard. Based on interviews and observations that the author has done with the baristas who are members of the barista forum in the city of Padang, namely the Brewtherhood organization as many as 40 people in 2021, that there is dissatisfaction between the baristas and the coffeeshop manager in the city of

Padang. This is caused by a lack of organizational knowledge to manage conflict and the lack of expertise in baristas caused by lack of training.

Conflict management is very important for organizations in order to maintain the balance of a company. Conflict is a process in which one party feels that their interests are being challenged or negatively affected by another party (Kreitner and Kinichi in Silaban, 2012: 2). Thus, conflict is a natural and unavoidable occurrence in any organization. Therefore, conflict management will continue to exist to deal with conflicts. This concept is very important in harnessing the health of the organization while avoiding conflicts that weaken the organization.

According to Barry Chusway (2002:114) Training is the process of teaching skills and providing the required knowledge and attitudes so that they can execute their responsibilities in accordance to the standards. In a training, an environment is created so that employees can obtain or learn job-specific attitudes, knowledge, skills, abilities and behaviors. Training generally focuses on providing employees with specific skills and assist them to correct their weaknesses in the performance.

Handoko (2001:117) describes the ability to be a critical success factor of the personnel department to maintain effective human resources. A person who is unable to solve the problems he faces will be considered not serious in carrying out his work. So that it can be said that a person can carry out his work if it is adjusted to the abilities he has and the work given to him. The most important factor in carrying out the tasks that exist in the organization is work ability. Therefore, work ability must be used as much as possible so that the organization can achieve its goals. This is because the ability to work is one of the factors that will determine whether or not the goals of the organization are achieved. So that when the work ability in the organization is weak, it will be difficult for the organization to achieve its goals. Vice versa, when the work ability of the employees in the company is good, it will be very easy for the company to achieve its goals.

Conflict management and employee training are very influential on the coffeeshop barista's work ability. This is because work ability is closely related to conflict management and employee training. With good conflict management in the organization and employee training needed by the barista, it can maximize the work abilities possessed by the barista so that they can achieve organizational goals in accordance with the predetermined vision and mission of the organization.

LITERATURE REVIEW

1. Work Ability

Blanchard and Hersey (2013) explain work ability as a condition that exists in employees who are truly efficient and effective in working according to their field of work. Meanwhile, Keithner and Kinichi (2003:185) explain that ability is a stable characteristic related to an individual's physical and mental abilities. Ability is the capability of an individual to perform various assignments in a job (Robbins and Judge 2008:57). Furthermore, Robbins and Judge (2008:57-61) explained that all individual abilities basically consist of two groups, that is intellectual abilities and physical abilities. Intellectual abilities are individual abilities needed to carry on various activities such as reasoning, thinking and solving problems. Intellectual ability is the ability needed to perform mental activities. For example, IQ tests are designed to determine a person's general intellectual abilities. While physical ability is an individual ability to perform various kinds of tasks that require skills, strength, stamina and similar characteristics. In addition, intellectual abilities have an important role in complex jobs that require demanding information processing, certain physical abilities are required for successful completion of work. For example, success in a job that requires stamina, dexterity of the hands, and leg strength or similar talents, prosecutes management to identify the physical abilities of employees.

Based on the explanation above, it can be said that work ability is an important part in running an organization or company. In this study, to measure the work ability of coffeeshop baristas in Padang

City, the indicators according to Dessler (2008) were used, namely: 1) Quality of work, 2) Productivity, 3) Knowledge of work, 4) Reliability, 5) Availability and 6) Independence.

2. conflict management

Siswanto (2011: 92) explains that management is an attitude or process to regulate or supervise one's work in an organization. Because management is an important process that drives the development of an organization. No business can be successful long enough without effective management. Conflict is an interactive process with two or more people and two or more groups with conflicting views and goals. According to experts, conflict is a conflict process with two or more parties who depend on each other about the object of the conflict by using a mindset and relationship to produce conflicting results.

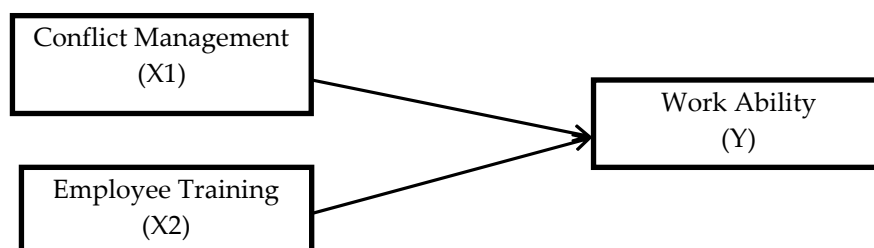
Conflict management is a method used by superiors to stimulate, reduce, and resolve conflicts in order to improve individual performance and organizational productivity (Ade Florent, 2010). Conflict can be caused by poor communication. Likewise, when the chosen decision is bad, poor communication can lead to bad results and have an impact on the organization. So that all who play a role in the organization must be skilled in communicating in order to get the right information to play a role in the decision-making process. All members within the organization play a role in conveying good information because with this communication the organization can determine the steps taken in organizational development including thinking skills, work ethic, employee development and the preparation of strategies that have an impact on the work environment.

3. Employee Training

According to Gary Dessler translated by Benjamin (1997:263) training is a process of teaching new employees who are currently and providing the basic skills they need in order to carry out the work assigned to them. Employees are a valuable asset for the company. Without proper training, customer satisfaction and product quality can be less than optimal. Employees who undergo proper training tend to keep their jobs longer. The effectiveness of training programs leads to a return on investment and other research mentions the positive role of training is that it can achieve the highest retention rates. Companies try to develop employee skills, ultimately creating a better working environment in the organization. An effective training program will help employees to get new progress as desired. With the training program also get the competencies and skills needed and to reduce errors in work (Dessler, 2005). Therefore, job training is needed by the organization so that all employees can work well according to the standards that have been given by the organization to all employees. Training can also increase the significant development felt by employees because of the clear and precise direction provided by the organization. This is where an employee feels appreciated by the company because of the rewards that have been given as a form of his hard work so far for the organization. Training can also create competent resources in carrying out their good duties as employees of the organization. According to Melmambessy Moses (2011: 69), the training indicators include: 1) Type of training, 2) Increase work productivity, and 3) Improve work quality.

4. Research Hypothesis

As for the relationship between researched variables can be explained in the following image:



H1: Conflict Management (X1) has a significant and positive effect on Employee Work Ability (Y).

H2 : Employee Training (X2) has a significant and positive effect on Employee Work Ability (Y).

H3 : Conflict Management and Employee Training have a significant and positive effect on Employee Work Ability (Y).

METHOD

This research uses a quantitative design. The population of this research are coffeeshop baristas in padang city who are members of the brewtherhood forum. By studying the sample, the researcher will be able to draw conclusions that can be generalized to the research population. In this research, the sample is all baristas who are members of the brewtherhood forum as many as 40 people. According to Arikunto (2010: 112) if the amount population is less than 100 people, then the whole population will be taken as a sample. So the researchers took a sample of 40 people because that number is the total number of baristas who are in the brewtherhood forum.

The technique of data analysis in this research was assisted by the spss data analysis application program, version 20. To ensure that the data obtained had high data consistency and accuracy, the instruments to be used in the research had to be valid and reliable.

RESULT AND DISCUSSION

1. Descriptive Analysis Results

a. Conflict Management (X1)

The Conflict Management variable in this study has 6 (six) statements that can represent indicators on the Conflict Management variable. Based on the explanation of the conflict management variables at the coffeeshop barista in the city of Padang, the average accumulated score is 4.17 and the TCR is 83% which means that the value can be categorized as good. Therefore, it can be said that conflict management within the company is good to implement.

b. Employee Training (X2)

Employee Training Variables in this study have 5 (five) statement items that can present indicators on the Employee Training variable. Based on the explanation of employee training at the coffeeshop barista in Padang City, the average accumulated score is 3.99 and the TCR is 80% which means that the value can be categorized as good. Therefore, it can be said that employee training in the organization or company is run well so that it can be implemented.

c. Work Ability (Y)

The Work ability variable in this study has 4 (four) statements that can present indicators on the Work ability variable. Based on the explanation of the work ability of the coffeeshop baristas in the city of Padang, it shows an average accumulated score of 4.19 and a TCR of 84% which can be interpreted as being in the good category so that the work ability in the organization is good and deserves to be maintained.

2. data analysis results

This study uses the SPSS version 22 data analysis method. To ensure the data obtained has high data consistency and accuracy, the research instruments to be used should be valid and

reliable. The measurement model is used to test the validity and reliability, while the structural model used is inferential statistics and the classical assumption test.

a. Data Processing Measurement

The validity test was carried out in order to identify the ability of the research instrument to measure what should be measured (Cooper et al., 2006). Whereas the reliability test is used to measure the consistency of respondents in answering the statement items in the research instrument or questionnaire.

1) validity test

The validity test carried out in this study was carried out on the statement indicators on the variables of Conflict Management (X1), Employee Training (X2), and Work Ability (Y) which were tested using SPSS version 20 by comparing the calculated r value with r table. Based on the calculated r value on all items or question indicators more than r table which is 0.3120 so that it can be categorized that all statements are feasible to be used as measuring tools in this study.

2) Reliability test

The criteria for a questionnaire statement item are interpreted reliable if the calculated alpha value is more than 0.70 (Ghozali, 2012). The reliability test result in this study can be explained that all statement items or indicators on each variable of Conflict Management, Employee Training and Work Ability have a value greater than 0.70 so it can be said that all indicators or statement items are reliable.

b. Inferential Statistics and Classical Assumption Test

1) Normality Test

The normality in this research used the Kolmogorov-Smirnov test statistical test. If the Asymptotic Significance (2-tailed) value is more than the alpha value of 0.05, it can be said the data distribution of the research data is normal. The output results from the normality test data using SPSS version 20 can be seen in table 11 as follows:

Tabel 1: Table Normality Test

One-Sample Kolmogorov-Smirnov Test			Unstandardized Residual
N			40
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		1.35048509
Most Extreme Differences	Absolute		.116
	Positive		.068
	Negative		-.116
Test Statistic			.116
Asymp. Sig. (2-tailed) ^c			.188
Monte Carlo Sig. (2-tailed) ^d	Sig.		.187
	99% Confidence Interval	Lower Bound	.177
		Upper Bound	.197
a. Test distribution is Normal.			
b. Calculated from data.			
c. Lilliefors Significance Correction.			
d. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.			

Source: SPSS Data Processing Results, 2022

Based on the test that have been carried out, it is known that the normality test of the data in this research shows that the Asymptotic Significance (2-tailed) value of 0.188 is more than the alpha value of 0.05 so that the distribution of the data is normally distributed.

2) Multicollinearity Test

The multicollinearity test was carried out with the intention of testing whether there was a correlation between the independent (independent) variables in a regression model or not. As for the way to find the presence or absence of multicollinearity, then a test is carried out by observing the Tolerance and Variance Inflation Factors (VIF) values. It can be stated that the regression model is multicollinearity free if the tolerance value is more than 0.10 and the VIF value is less than 10. The output results from the multicollinearity test can be seen in table 2 as follows:

Table 1: Multicollinearity Test Table

Model		Coefficients ^a	
		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	manajemen konflik	.354	2.822
	pelatihan karyawan	.354	2.822

a. Dependent Variable: kemampuan kerja

Source: SPSS Data Processing Results, 2022

Based on the results above, it can be concluded that the multicollinearity test in this study shows that the Tolerance value of 0.354 is greater than the value of 0.10 and the Variance Inflation Factors (VIF) value of 2.822 is smaller than 10 so that the distribution of data is correlational between variables and it can be said there is no multicollinearity case.

3) Heteroscedasticity Test

Heteroscedasticity test in this study was carried out using the Glejser test. namely by regressing the absolute value of the residual to the variable *beas*, if obtained sig. > 0.05 then there is no heteroscedasticity in the regression model. The following is a table of output results from heteroscedasticity test data processing with SPSS 20:

Table 3: Heteroscedasticity Test Table

Model		Coefficients ^a	
		Sig.	
1	(Constant)		.430
	manajemen konflik		.418
	pelatihan karyawan		.180

a. Dependent Variable: ABS_RES

Source: SPSS Data Processing Results, 2022

Based on table 3, the significance value obtained from the Conflict Management variable (X1), Employee Training (X2) is greater than 0.05 so it can be stated that no heteroscedasticity problem in the regression model in this study.

c. Multiple Linear Regression Analysis

The statistical calculation of multiple linear regression analysis in this study used the help of the SPSS version 20 program. The results of data processing carried out using the SPSS program are further explained in table 4 as follows:

Table 4: Multiple Linear Regression Analysis Table

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.272	2.124		2.012	.052
	manajemen konflik	.313	.136	.412	2.299	.027
	pelatihan karyawan	.234	.108	.389	2.173	.036

a. Dependent Variable: kemampuan kerja

Source: SPSS Data Processing Results, 2022

For the regression equation model in this study, which can be written from the results of the multiple regression test in the table above are as follows:

$$Y = 4,272 + 0,313X_1 + 0,234X_2$$

The explanation for the regression model above can be explained as follows:

- a) The constant of 4.272 means that if the Conflict Management activity (X1), Employee Training (X2) the value is 0, then the Work Ability (Y) is 4.272.
- b) Conflict Management (X1) has a regression coefficient of 0.313 and is positive, this means that if the independent variable (Conflict Management) has a fixed value or does not change, the increase in one unit of work ability will increase by 0.313.
- c) Employee Training (X2) has a regression coefficient of 0.234 and is positive, this means that if the independent variable (Employee Training) has a fixed value or does not change, the increase in one unit of work ability will increase by 0.234.

d. Hypothesis testing

1) F test (Simultaneous Significant)

To determine the value of the F-table, it can be searched using the formula for the value of the degree of freedom (df) using a significance level of 5% where df1 (the numerator) = k = 2 and df2 (the denominator) = n-k = 40-2 = 38 , so that the F value is obtained -table of 3.24. For more details, the results of the F test in this study can be seen in the following table:

Table 5: F Test Table (Simultaneous Significant)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	97.846	2	48.923	25.449	<.001 ^b
	Residual	71.129	37	1.922		
	Total	168.975	39			

a. Dependent Variable: kemampuan kerja

b. Predictors: (Constant), pelatihan karyawan, manajemen konflik

Source: SPSS Data Processing Results, 2022

Based on table 5 above, the F-count value is 25,449 that is more than the F-table value, that is 3.24. In addition, when viewed from the significance value, which is 0.001 which is smaller than 0.05, then H3 is accepted or it can be stated that the Management variable Conflict (X1) and Employee Training (X2) together have an influence on the Workability variable (Y).

2) T Test (Partially Significant)

The t-test is used to determine whether Conflict Management and Employee Training have a significant or partial effect on Workability. Where to find the value of ttable can be searched using the formula $t_{table} = (\alpha/2 ; n-k-1) = (0.05/2 ; 40-2-1) = (0.025 ; 37)$ with a significance level of = 5% so that it is obtained the t value is 2.026.

Table 6: T Test Table (Partially Significant)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.272	2.124		2.012	.052
	manajemen konflik	.313	.136	.412	2.299	.027
	pelatihan karyawan	.234	.108	.389	2.173	.036

a. Dependent Variable: kemampuan kerja

Source: SPSS Data Processing Results, 2022

Based on table 6 of the t-test results above, it can be discussed the following hypotheses:

a) Conflict Management (X1)

Based on the results of the t test (partial) has been done, it is obtained that the tcount value of Conflict Management (X1) is 2.299 > 2.026 and the value of sig. of 0.027 < 0.05. It can be stated that the Conflict Management variable (X1) has a partially significant and positive effect on the Work Ability variable. Therefore, it can be concluded that H1 from this study which states that "Conflict Management (X1) has a significant influence on Work Ability in coffeeshop baristas in Padang City (Y)" is accepted.

b) Employee Training (X2)

Based on the results of the t test (partial) has been done, it is obtained that the tcount value of Employee Training (X2) is 2.173 > 2.026 and the sig value is 0.036 < 0.05. It can be stated that the Employee Training variable (X2) has a partially significant and positive effect on the Work Ability variable. Therefore, it can be concluded that H2 from this study which states that "Employee Training (X2) has a significant effect on Work Ability at coffeeshop baristas in Padang City (Y)" is accepted.

3) R² Test (Coefficient of Determination)

The coefficient of determination is used as an indicator to explain how strong the relationship between the independent variable and the dependent variable is in a study. From the results of the coefficient of determination using SPSS version 20, the results of data analysis are obtained as shown in the following table:

Table : R² Test Table (Coefficient of Determination)

Model Summary ^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.579	.556	1.387
a. Predictors: (Constant), pelatihan karyawan, manajemen konflik				
b. Dependent Variable: kemampuan kerja				

Source: SPSS Data Processing Results, 2022

Based on the results of testing the coefficient of determination in table 7 above, the value of the coefficient of determination (R²) in this test is 0.579 or 57.9%. So this means that the effect that can be given by a combination or combination of the Conflict Management and Employee Training variables on the Work Ability variable is 57.9%. While 42.1% is influenced by other variables outside of this study.

CONCLUSSION

Based on the research objectives, problem formulation and research results with the discussion that has been described, the following conclusions can be drawn:

1. There is a direct effect that conflict management can improve the workability of coffeeshop baristas in the city of Padang. This means that management is increasingly able to manage conflicts that are perceived by employees so that it will encourage work skills at coffeeshop baristas in the city of Padang. This is due to the influence of awareness of carrying out work, the attitude of managers towards all employees fairly, and feeling that they are not complicated, can give advice to managers and do not have different perceptions of the organization. When the indicators of conflict management are successfully implemented, it will improve the work ability of coffeeshop baristas in Padang City.
2. Employee training can improve the work skills of coffeeshop baristas in the city of Padang. This is due to a positive and significant relationship caused by being given the opportunity to practice, support from company managers, good discussions from managers, training according to needs, and being satisfied with the training provided by managers. This is an impetus for every barista to carry out the work given by the manager at a coffee shop in Padang City.
3. Conflict management and employee training can improve the work skills of coffeeshop baristas in Padang City. This is because there is a positive and significant relationship between these variables. This is related because the indicators owned by each independent variable have an influence on the dependent variable.

LIMITATIONS

This study has limitations, namely research that uses a sample of 40 coffeeshop baristas in Padang City which is only included in the brewtherhood forum and the author also limits the problems studied to factors that according to the author affect conflict management, employee training and work ability.

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