

ANALYSIS OF CONFLICT AND  
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ENVIRONMENT ON  
PERFORMANCE AND THEIR  
IMPACT ON ORGANIZATIONAL  
COMPETITIVENESS CASE  
STUDY: REGIONAL  
SECRETARIAT EAST JAVA

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**Submission date:** 25-Aug-2022 08:46AM (UTC+0700)

**Submission ID:** 1886697170

**File name:** JURNAL\_-\_HADID\_MANGGALA\_SHOFWAN.pdf (443.85K)

**Word count:** 7905

**Character count:** 49420

PROVINCE, INDONESIA

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**ANALYSIS OF CONFLICT AND ORGANIZATIONAL ENVIRONMENT ON  
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COMPETITIVENESS  
CASE STUDY: REGIONAL SECRETARIAT  
EAST JAVA PROVINCE, INDONESIA**

**Abstract**

In technological developments and the demands of the times, it requires the Regional Secretariat of East Java Province to have a strategy to provide excellent service to the citizens of East Java. Not achievement yet of the predicate as a Regional Government with Excellent Service and the existence of various problems and public complaints related to the public service bureaucracy triggers and spurs the East Java Provincial Government to realize competitive organizational performance. This research method uses a design prepared for explanatory research (quantitative descriptive) involving Mix Method Research, with a population of bureau employees in the Regional Secretariat of East Java Province. The technique of collecting data is by random sampling from the existing population with a questionnaire research instrument. The number of samples taken from the people using the solving formulation with the results of several 225 respondents. As well as found several exogenous variables that dominantly affect the organization's Competitiveness, with a reasonably high influence weight value that significantly influences the endogenous variables. The variables are Organizational Environment, Organizational Culture and Organizational Performance. Furthermore, a strategy is obtained to implement the three variables that affect the organization's Competitiveness. Organizational Culture and Organizational Performance. Moreover, a method is brought to enforce the three variables that affect the organization's Competitiveness. Organizational Culture and Organizational Performance. Furthermore, a strategy is obtained to implement the three variables that affect the organization's Competitiveness.

Keywords: public service bureaucracy, organizational Competitiveness, organizational performance, corporate culture, organizational environment

**Introduction**

As a form of embodiment of the mandate of the law to achieve a just and prosperous Indonesian society based on Pancasila and the 1945 Constitution, the Government of the Republic of Indonesia is obliged to implement professional, quality, clean, transparent and accountable governance and government bureaucracy. This is intended to provide excellent service that leads to the people's interests, as the existence of state servants in carrying out their functions and duties. Likewise, the Regional Secretariat of East Java Province, as a public sector organization that represents the Government of the Republic of Indonesia at the regional level, is also obliged to carry out professional, quality, clean, transparent and accountable governance and government bureaucracy in providing public sector services to the people of East Java. The predicate of the Regional Government with Excellent Service has not yet been achieved; the East Java Provincial Government considers it a decline in government performance, which is a whip that whips the Regional Secretariat of East Java Province to improve itself, conduct various evaluations related to the performance of services offered to the community as recipients of public services. As we know, the quality of public

services to the community is a demand and need and the most basic obligation for all local governments both at the Regency/City level and at the Provincial level. But, until now, there are still many complaints from the public regarding the performance of the bureaucratic apparatus in providing services to the community. Like the slow service process, a series of procedures and service mechanisms result in high "costs to be paid" by the community just for a government apparatus service. It can be said that the current government apparatus services are still not oriented to the community as customers or customers. The case with research conducted by Moehariono (2007) examines the quality of public services for the East Java Provincial Government apparatus. The results of the study, in general, indicate that there is still dissatisfaction from the community regarding the completion time of services that are not by what was promised by the bureaucratic apparatus, as well as other reasons that reduce the quality of public services received by the community. Various efforts have been carried out by the Regional Secretariat of East Java Province to achieve the excellent service quality needed and expected by the community. These include paying attention to the dynamics of legislation and, of course, resulting in the dynamics of the organization within the Regional Secretariat of East Java Province, in addition to carrying out bureaucratic reform in each section/unit/bureau/service in carrying out its duties and functions to improve and achieve organizational performance in producing services. quality/prime public. The dynamics of the organization as a result of the dynamic implementation of the provisions of the legislation will impact the acceleration of bureaucratic reform and SAKIP to make East Java appear to exist in performance and have Competitiveness as a public organization. Currently, the Competitiveness of public organizations is starting to get the attention of all parties, given that public organizations/institutions have a role in realizing quality/reliable public services, which are advantages that must be consistently and sustainably obtained. Competitive advantage is the ability obtained through the characteristics and resources of an organization to have performance higher than other organizations in the same area (Porter, 1985). The organizational Competitiveness to be achieved by the Regional Secretariat of East Java Province can be influenced by several factors/variables, including organizational performance, organizational culture, organizational conflict, and organizational environment. For this reason, we will discuss what and how these factors can influence the creation of sustainable Competitiveness of public sector organizations to achieve excellent service. Organizational performance factors/variables. Public organizations that have good performance will prioritize the quality of service to the community intensely. Organizational performance is an indicator of the level of achievement that can be achieved and reflects the success of an organization and is the result achieved from the behaviour of members of the organization (Surjadi, 2009). Good organizational performance correlates with employee performance, and the results of this performance will determine the organizational Competitiveness of organizations in the public sector. Organizational performance is a factor commonly used to measure the impact of the strategies implemented by the organization. The good organizational performance will allow the organization to continue growing and achieving organizational goals. Several empirical studies have shown a relationship between organizational performance and organizational Competitiveness. The results of research by Guimarães et al. (2017) show that the construct of Sustainable Competitiveness is an important antecedent of Organizational Performance or in other words, Competitiveness affects Organizational Performance. Likewise, research by Hossain et., al (2019) proves that organizational Competitiveness affects organizational performance, identifies organizational competitiveness strategy factors that affect the organizational performance of the food industry in Bangladesh. The results of the analysis that has been observed show that the company's competitive strategy (organizational Competitiveness) influences organizational performance in the Bangladeshi food industry. Research by Hosseini et., al (2018) shows that

organizational performance as measured by quality, efficiency, innovation, and accountability has a positive and significant relationship with corporate Competitiveness as a new product development strategy. Research by Akram. et al. (2018) said that organizational performance supported by organizational information technology (IT) could create a sustainable competitive advantage. Novita & Husna's (2020) research found a relationship between organizational performance and organizational Competitiveness. Competitive advantage comes from organizational performance, finance, and market positioning. Competitive advantage can create added value for a company. Competitive advantage means a perfect position for the company compared to its competitors. Likewise, this study shows results that Organizational Performance affects Organizational Competitiveness. The results of Bai<sup>19</sup>n's research (2008) state that a strong culture can encourage employees and other elements in the organization to improve their performance to increase the Competitiveness of the organization. Ramadan's research (2010) states that organizational culture influences the objective measure of sustainable competitive advantage (Competitiveness) in the company. Organizational culture is an asset that cannot be bought with money and is a factor that can enhance or destroy an organization's activities. Research by Florence et al. (2012) resulted in organizational values (18)anizational culture) influencing the organization's sustainable competitive advantage. Organizational culture and sustainable competitive advantage are important elements in any organization; in winning the market competition, Organizational culture is an asset that cannot be bought with money and is a factor that can enhance or destroy an organization's activities. Research by Florence et al. (2012) resulted in organizational values (18)anizational culture) influencing the organization's sustainable competitive advantage. Organizational culture and sustainable competitive advantage are important elements in any organization; in winning the market competition, Organizational culture is an asset that cannot be bought with money and is a factor that can enhance or destroy an organization's activities. Research by Florence et al. (2012) resulted in organizational values (18)anizational culture) influencing the organization's sustainable competitive advantage. Organizational culture and sustainable competitive advantage are important elements in winning the market competition. Sitka et., al (2015) research suggests 17)t organizational culture significantly influences organizational Competitiveness. A positive corporate culture will encourage employees' willingness to be actively involved in the company's goals, to strengthen initiatives and quality of work, to support their loyalty and responsibility towards the company and to make communication within the company more effective. Nwabueze & Mileski (2018) research suggests Competitiveness The company can be improved by instilling an organizational culture, one of which is by getting used to effective communication and paying attention to the wider organizational environment. Previous studies only described the research results on business or private organizations in maintaining business/business strategies to support organizational Competitiveness. The author also has not found any combination of research variables indicated to affect organizational Competitiveness in public organizations/agencies. The selection of variables in this study will be a new finding. In addition, the research novelty of this study, which is also a research gap, is that organizational conflict factors and the organizational environment do not influence organizational Competitiveness, contrary to the results of previous studies. The author assumes that the concept and spirit of organizational Competitiveness in public organizations/agencies is an effort to ensure that local public organizations/agencies become the spearhead of Indonesia's development. Through the concept of organizational Competitiveness, every organization/public agency in the region has the challenge of managing and highlighting its unique regional components and potential for multi-stakeholder synergy. This can be an investment attraction by regional and national priorities from an economic, social, cultural and environmental perspective. Based on this description,

the factors (variables) that can influence the creation of organizational Competitiveness for public organizations/agencies will be identified to be determined as research variables. These variables are organizational conflict, organizational environment, organizational culture and organizational performance. The difference between this research and previous research lies in the research object. Previous research describes a review of these variables from the personal point of view of employees/employees. In contrast, this study describes a review of these variables from the perspective of public institutions/organizations, which are still rarely studied. In the end, referring to various phenomena and problems that arise related to the services of public sector organizations/institutions, as described previously, the author is interested in conducting research related to organizational Competitiveness in public sector organizations within the East Java Provincial Government, especially at the Regional Secretariat. East Java Province with the research title:

**1**  
Problem Formulation. Based on the description of the background of the problem, the formulation of the situation in this study is:

1. Does organizational conflict affect organizational performance within the Regional Secretariat of East Java Province?
2. Does organizational conflict affect organizational Competitiveness within the Regional Secretariat of East Java Province?
3. Does the organizational environment affect organizational performance within the Regional Secretariat of East Java Province?
4. Does the organizational environment affect the organization's Competitiveness in the Regional Secretariat of East Java Province?
5. Does organizational performance affect organizational Competitiveness within the Regional Secretariat of East Java Province?
6. How to determine the implementation strategy of the dominant factors affecting the organization's Competitiveness?

## Literature Review

### Organizational Conflict with Organizational Performance

Henry's (2008) research aims to determine the causes, types, effects and strategies of managing conflict in organizations to improve organizational performance effectively. Therefore, it is the primary responsibility of management to implement appropriate procedures to minimize conflicts. This study contributes to the existing literature; in particular, it will inspire managers to develop appropriate strategies on how to manage conflict in their organizations effectively. Samples representing the research population were taken as many as one hundred and thirty managers for the research study, sourced from government departments, parastatals and private companies. The table method is used to analyze the data. The findings show that the leading cause of organizational conflict is limited resources. Research by Manuaba (2014) aims to determine the effect of internal organizational conflict on the performance of civil servants. The study's findings indicate a significant influence between internal organizational conflicts on the performance of civil servants in Jembrana Regency Government agencies. So it is hoped that the realization of high performance from employees as members of the organization will create high organizational performance. The study's findings indicate a significant influence between internal organizational conflicts on the performance of civil servants in Jembrana Regency Government agencies. So it is hoped that the realization of high performance from employees

as members of the organization will create high organizational performance. The study's findings indicate a significant influence between internal organizational conflicts on the performance of civil servants in Jembrana Regency Government agencies. So it is hoped that the realization of high performance from employees as members of the organization will create high organizational performance. The conflict between employees in a company/organization is a common thing. If conflict can be adequately managed, it is a catalyst for change and positively impact employees and company performance. Study Ghafoor, AA, (2015), intends to find out conflict situations and their causes and possible solutions to improve the work environment in an organization. This study finds that conflict has a significant effect on organizational performance. It is known that conflict is a process that starts from one person's assumptions to a specific person, which can later cause problems. Factors that can trigger conflict can be classified into three categories: communication, structure, and individual. The impact of a conflict on the organization or company performance can be seen from the type of conflict itself. There are two types of conflict: functional conflict is any type of conflict that can support the main goals of the organization or company in improving its performance. And dysfunctional conflicts, namely all kinds of conflicts that can hinder and hinder an organization or company in improving its performance. Thus the task of the leader is how to identify conflicts that occur correctly and then be able to manage them well. So it is hoped that the conflict will be beneficial for improving the performance of the company or organization.

### **Organizational Conflict with Organizational Competitiveness**

Conflict is unavoidable in an organization. This is caused by many factors, which in essence because the organization is formed from many individuals and groups that certainly have the nature and goals that are different from one another. Conflicts can occur both with themselves and with other individuals with other groups. Conflicts can also occur between groups and even between organizations, apart from the individual side. Conflicts can arise between superiors and subordinates, fellow employees, between staff and line roles, and between orders from two conflicting parties because of differences. Because conflict is a natural thing that occurs and cannot be avoided in an organization, it is necessary to have management that manages conflict so that it does not spread and has no negative impact and even strives to have a positive effect on the existence of the organization. Therefore, in conflict management, it is necessary to have styles and methods that can be used both to stimulate, reduce and resolve conflicts. A well-managed conflict will produce a positive impact that brings the organization to compete with other similar organizations (Rosana, 2010). Shahin's research (2019) aims to examine how profound the effect of conflict management is on performance through productivity in the education sector in Egypt. The findings of this study indicate a result of conflict management on performance as measured by the productivity of education sector teachers in Egypt. Shahin believes that the life of modern society, with all its activities in interacting with other parties, is prone to conflict regardless of how big it is. The findings of this study indicate an effect of conflict management on performance as measured by the productivity of education sector teachers in Egypt. Shahin believes that the life of modern society, with all its activities in interacting with other parties, is prone to conflict regardless of how big it is. The findings of this study indicate an effect of conflict management on performance as measured by the productivity of education sector teachers in Egypt. Shahin believes that the life of modern society, with all its activities in interacting with other parties, is prone to conflict regardless of how big it is.

## Organizational Environment with Organizational Performance

Sari's research (2013) aims to determine the effect of the physical work environment on the performance of PDAM Kudus Regency employees. The research findings indicate an influence of the physical work environment on employee performance. Physical work environment variables have a greater influence than organizational culture. The organization's environment will affect its existence, both large and small, in carrying out its functions and objectives. In his research Dragnic (2014) aims to analyze the influence of the internal and external environment on the performance of SMEs in Croatia. The internal environment in Dragnic's research with benchmarks includes business entity size, life cycle stages, technology and product innovation, organizational autonomy, centralization and formalization, market role, and type/importance of goals. Meanwhile, the external environment is based on a measure of the general state of the economy, sector, and type of customer. The study results indicate that the Internal Environmental Factors and External Environmental Factors have a significant influence on the Performance/Effectiveness of SMEs in Croatia. Thus, it is the task of the SME actors to realize and maintain the internal environment and adapt, adjust and prepare for the external environment, to support the progress of SMEs. The environment around the company, together with conflicts between employees in a company/organization, is a common thing. Adaptation and handling of the environment where Bank Askari is located in the task and responsibility of management in managing for the advancement of organizational performance. Ghafoor et al. (2015) conducted a study to look at conflict situations and their causes and possible solutions to improve the work environment in the Askari Bank organization in Pakistan. The results of the study indicate that conflict has a significant effect on Organizational Performance, as well as the Organizational Environment has an effect on Organizational Performance. The work environment in which employees of a company work is a factor that determines their performance. Related to this, Gitahi, et., al (2015) this study aims to determine the effect of the work environment on the performance of bank employees in Nakuru City, Kenya. Using a stratified random sampling method and a questionnaire instrument to a sample of 173 employees from banks in Kenya, the results obtained that the Physical Environmental Factors had no significant effect on performance. Based on Gitahi's research, it can be said that the existence of an organizational environment does not always have an impact on organizational performance. Londo's research et al. (2016) suggests that human resources are an important element in organizations because humans are the movers, actors, and determinants of the organization's running. Organizational environment, commitment, and division of labour are problems that may arise in the company. The research was conducted to know whether the organizational environment, commitment, and division of labour affect employee performance. The research results that the organizational environment, commitment, and division of labour have a significant influence either simultaneously or partially on the performance of employees at PT. Bank Sulutgo Manado Head Office. Usman's research (2016) says that the work/organizational environment is divided into the internal environment and the external environment, both of which can affect employee performance. The organization's internal environment is often faced with mission, policy, organizational culture, information systems, and individual differences of employees. In contrast, the external environment is labour, laws and regulations, society, technology, and the economy. The research results that the organizational environment, commitment, and division of labour have a significant influence either simultaneously or partially on the performance of employees at PT. Bank Sulutgo Manado Head Office. Usman's research (2016) says that the work/organizational environment is divided into the internal environment and the external

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### **Organizational Environment with Organizational Culture**

The influence of the environment on organizational culture and how to manage the changes that arise, of course, requires a fundamental shift in the mindset of all organization members. This includes changes that focus on skills, knowledge, and behaviour. Traditional organizational management is no longer sufficient when the world (corporate environment) has become more competitive and dynamic. So, to anticipate changes that occur constantly, organizations must also make organizational changes to survive. These changes can be on a continuum of small changes to organizational transformation. The basic foundation of change is a culture to be willing and adapt.

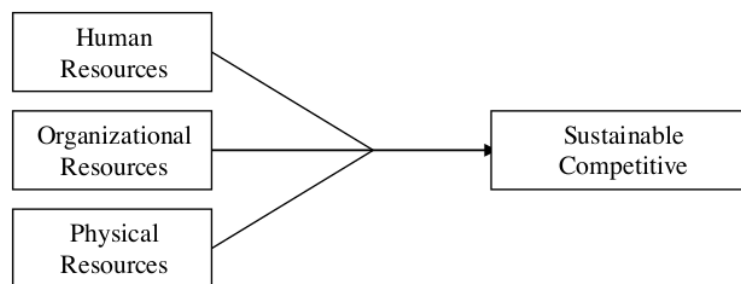
Fitriah's research (2013) states that employee behaviour is inseparable from organizational culture. Organization as an open system implies that the life of an organization is influenced by its environment, both internal and external. The corporate environment is constantly changing, resulting in uncertainty, such as changes in competition, technological leaps, political dynamics, demographic characteristics and increases in income and social expectations. In other words, the organization becomes multiphase and complex. Organizations are subject to external forces to control the necessary changes. Therefore, for an organization to survive, every organization must find new ways to continue to change and develop amid global competition and change.

Magsi's research (2018), the more urgent it is for organizations to implement environmental strategies with organizational culture support. This research considers it necessary to conduct an empirical study to examine the impact of corporate culture on environmental performance. Research findings indicate that adaptability, mission, and consistency positively affect ecological performance. However, involvement does not affect environmental performance. In addition, organizational culture as a latent variable strongly influences environmental performance.



## Organizational Environment with Organizational Competitiveness

<sup>14</sup> Peter et al. (1996:52) explain that the company's internal environment is the company's resources that will determine the company's strengths and weaknesses. These resources include human resources such as experience, abilities, knowledge, skills, and judgments from all company employees, organizational resources such as company processes and systems, including company strategy, structure, culture, material purchasing management, production/operations, finance, research and development, marketing, information systems, and control systems), and physical resources such as (plant and equipment, geographic location, access to materials, distribution networks and technology). If the company can optimize these resources, then the three resources above will give the company a sustained competitive advantage. Figure 2.2 below shows the route to be able to maintain a competitive advantage (sustained competitive advantage)



Source: Peter Wright et al. *Strategic Management: Concepts and Cases*, 1996, p.52.

**Figure 2.5**

### *Route to Sustained Competitive Advantage*

The research of Kuznetsova et al. (2017) aims to study the organization's external environment on the market of medical services for the population of the Magnitogorsk Chelyabinsk region of Russia to ensure the creation of Organizational Competitiveness. The study results reveal that external environmental factors enable organizations to extract appropriate information for organizational development in the short and long term. This proves that the corporate environment influences the Competitiveness of health service organizations.

<sup>15</sup> The relevance of this research is due to the problem of providing and increasing the Competitiveness of companies operating in the regional market of medical services, which is only possible by a continuous study of market characteristics and external environmental factors and is an indispensable criterion for survival in a competitive environment.

It is adapted, taking into account the specifics of medical organizations, forming a unified system that facilitates a comprehensive assessment of the external environment in ensuring Competitiveness. This study proves that the strategic analysis method applied can be used to analyze comparative Competitiveness and formulate a strategic development plan to increase the Competitiveness of the Puskesmas. The research results can be helpful for the leaders of medical organizations to ensure sustainable development and increase the efficiency of economic activities in an external environment that has an ever-changing dynamic.

## Organizational Performance with Organizational Competitiveness

The research of Guimaraes et al. (2017) explains that sustainable competitive advantage emerges as an essential factor in the perception of the value of goods and services, which must be considered as an element of competitive differentiation. This study aims to identify the relationship between sustainable competitive advantage and organizational performance and to measure the relationship between environmental sustainability and social responsibility as attributes of sustainable competitive advantage. The results show that the construction of sustainable competitive advantage is an essential antecedent of organizational performance because it highlights the fundamental characteristics for organizations to achieve positive economic consequences.

Hosseini's Research et., al (2018) aims to identify the elements of Competitiveness in new product development at Toos Niroo technical company in Iran. The study results prove that Organizational Performance as measured by quality, efficiency, innovation, and accountability has a positive and significant relationship with Company Competitiveness as a new product development strategy.

Research by Akram, et., al (2018) explores the effect of organizational information technology (IT) capabilities in determining organizational performance and sustainable competitive advantage. Building on a resource-based and knowledge-based view of an enterprise, this study proposes a theoretical framework. Within this framework, organizational IT capabilities are theorized to strengthen organizational performance and sustainable competitive advantage, directly and indirectly, through management capabilities. The research findings confirm that organizational IT capabilities significantly affect organizational performance and sustainable competitive advantage. In addition, corporate knowledge management capabilities partially mediate the relationship between IT capabilities and outcomes (i.e.,

The conceptual research framework is an integral part of research as the basis for the roadmap of the research process. The discussion of the conceptual research framework is used as a guide in carrying out the stages of research in a sequential, orderly, consistent manner to make it easier to understand the flow of thought from the research carried out.

Based on theoretical studies as well as empirical studies such as the explanation in the previous chapter, as reference materials/sources, references and instructions related to the research carried out, the framework for the thought process of this research can be made as follows:

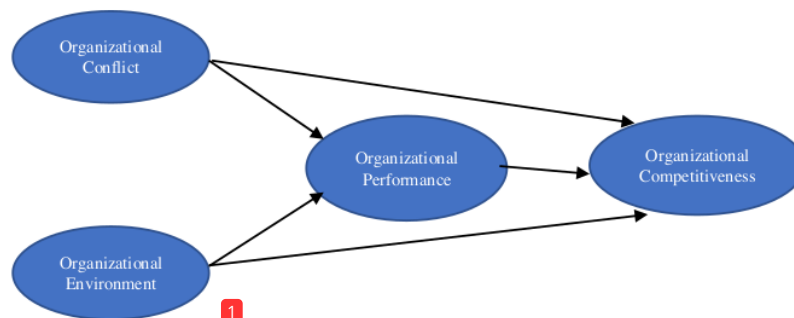


Figure 1. Conceptual Framework

## Method

This research design was carried out quantitatively and qualitatively, commonly called mixed-method research, which combines quantitative methods with qualitative methods (Creswell, 2015: 5). Mixed method research guides the stages of collecting and analyzing research data as a methodology. The combination of the two methods is used during the research process. Mixed method research focuses on collecting, analyzing, and combining qualitative and quantitative data in one or a series of studies. So, in essence, using quantitative and qualitative approaches together (combined) can provide a better understanding of the research problem than being used separately. In this study, the Mix Method Sequential Exploratory model was used. The experimental design is carried out in two phases or successive structures. Quantitative data has been obtained first, then continued with the qualitative phase. In this design, the results of quantitative data analysis are used to help determine the focus on the qualitative stage. This research design aims to describe/explain specific characteristics and behaviours of objects/subjects, relevant research groups/populations. They are also know how big the relationship between research variables and to find out specific predictions that might occur. Through this research, researchers want to understand how significant the relationship/influence between exogenous variables on endogenous variables is. This type of research conducts data collection activities obtained from respondents as samples representing the relevant population for a specific time/time.

Data collection on this study uses a survey technique conducted by distributing questionnaires to respondents as a sample of the research population. Furthermore, the data or information obtained is processed using the SEM (Structural Equation Modeling) statistical method using the SmartPLS (Partial Least Square) software as a data analysis tool. This research is explanatory research that aims to test a theory or hypothesis to strengthen or reject a thesis or research hypothesis that has existed before (previous study). Singarimbun & Effendi (1995:4) define explanatory research as explanatory research that highlights causal relationships between research variables and tests hypotheses that have been formulated previously.

The sample of this study is a representative/representation of all employees in each Bureau of the Regional Secretariat of East Java Province. Determination of the number of samples is based on calculations with the formula loving with an error rate of 5%, with a population of 520 people, as follows:

$$n = \frac{520}{(1 + 520 \times (0,05)^2)}$$
$$n = \frac{520}{(1 + 520 \times 0,0025)}$$
$$n = \frac{520}{1 + 1,3}$$
$$n = \frac{520}{2,3}$$
$$n = 226,08 \approx 226 \text{ people}$$

The sampling distribution of each bureau of the Secretariat of East Java Province was carried out based on the percentage value of the number of samples obtained (226 people) compared to the existing population (520) = 226/520 received 0.435.

**Table 1. Total Population and Research Sample**

No	Agency Name	Population (Number of ASN)	Sample
1	Bureau of Government Administration and Regional Autonomy	38	17
2	Social Welfare Administration	103	45
3	Legal Bureau	40	17
4	Bureau of Economics	52	23
5	Bureau of Procurement of Goods/Services	37	16
6	Development Administration Bureau	32	14
7	Organization Bureau	38	17
8	General Bureau	116	50
9	Bureau of Public Relations and Protocol	64	28
Total		520	226

## Result

### **The Effect of Organizational Conflict on Organizational Performance in the Regional Government of East Java Province**

Based on the statistical analysis results to examine the effect of organizational conflict variables on organizational performance within the local government of East Java Province, it shows the path coefficient value of 0.039 with a Tstatistic value of 0.754. These results indicate that organizational conflict does not affect organizational performance within the local government of East Java Province.

### **The Effect of Organizational Conflict on Organizational Competitiveness in the Regional Secretariat of East Java Province**

Based on the statistical analysis results to examine the effect of organizational conflict variables on organizational Competitiveness in the Regional Secretariat of East Java Province, the path coefficient value is 0.062 with a Tstatistic value of 1.473. These results indicate that organizational conflict has no effect on organizational Competitiveness within the Regional Secretariat of East Java Province.

### **The Influence of Organizational Environment on Organizational Performance in the Regional Secretariat of East Java Province**

Based on the statistical analysis results to examine the effect of organizational environmental variable on organizational performance within the Regional Secretariat of East Java Province, the path coefficient value is 0.113 with a Tstatistic value of 2.218. These results indicate that the organizational environment affects organizational performance within the Regional Secretariat of East Java Province.

### **The Influence of Organizational Environment on Organizational Competitiveness in the Regional Secretariat of East Java Province**

Based on the statistical analysis results to examine the effect of organizational environmental variables on organizational Competitiveness in the Regional Secretariat of East Java Province, the path coefficient value is 0.169 with a Tstatistic value of 2.549. These results indicate that the corporate environment affects the organization's Competitiveness in the Regional Secretariat of East Java Province.

### **The Effect of Organizational Performance on Organizational Competitiveness in the Regional Secretariat of East Java Province**

Based on the statistical analysis results to examine the effect of organizational performance variables on corporate Competitiveness in the Regional Secretariat of East Java Province, the path coefficient value is 0.578 with a Tstatistic value of 6.889. The results mean that organizational performance affects corporate Competitiveness within the Regional Secretariat of East Java Province.

### **Conclusion**

1. Organizational conflict is not influenced by organizational performance within the Regional Secretariat of East Java Province.
2. Organizational conflict is not affecting the Competitiveness of organizations within the Regional Secretariat of East Java Province
3. Organizational environment influences organizational performance within the Regional Secretariat of East Java Province.
4. Organizational environment affects organizations' Competitiveness within the Regional Secretariat of East Java Province.
5. Organizational performance affects organizations' Competitiveness within the Regional Secretariat of East Java Province.
6. There are 3 (three) dominant factors influencing the creation of organizational Competitiveness with its implementation strategy, as follows:
  - a. Organizational environment, with implementation strategy:
    - 1) Prepare and create an internal environment by improving the quality of the components in it, such as mission, systems, employee competencies, facilities (infrastructure), solid management with good leadership,
    - 2) Prepare and anticipate the influence of the external environment, such as adaptation to the developments and demands of the digital era, with reliable management, system and operator capabilities.
  - b. Organizational culture, with implementation strategy:
    - 1) Improving the work culture of individual employees (discipline, professional, independent and competency development).
    - 2) Improvement of group/unit/bureau work culture (cooperation and kinship, application of reward and punishment, monitoring and evaluation, work targets and targets, coordination and integration, *management support and motivation*.
  - c. Organizational performance, with implementation strategy:
    - 1) Employee Competency Improvement
    - 2) Setting targets and achieving performance targets and their evaluation
    - 3) Performance measurement mechanism
    - 4) Achievementeffectiveness, efficiency, adaptability

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# ANALYSIS OF CONFLICT AND ORGANIZATIONAL ENVIRONMENT ON PERFORMANCE AND THEIR IMPACT ON ORGANIZATIONAL COMPETITIVENESS CASE STUDY: REGIONAL SECRETARIAT EAST JAVA PROVINCE, INDONESIA

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