DYNAMICS OF CONFLICT IN WORK ENVIRONMENT: A CASE STUDY AT HAJI DARJAD HOSPITAL (RSHD) SAMARINDA

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implement a structured and fair Setup Salary Design, and build open and constructive internal communication.

Abstract

This research is a literature study that aims to analyze several findings from articles, journals, and previous research proceedings. purpose of this analysis refers to internal conflict that occurred at Haji Darjad Hospital (RSHD) Samarinda. This study uses a qualitative method with a qualitative descriptive design by analyzing, identifying, and exploring findings from previous research results. objects of this research are journals, articles, and proceedings published at national and international levels. results of this study indicate that internal conflict over employee salary arrears at Haji Darjad Hospital Samarinda. It can be concluded that conflict has a broad impact on job satisfaction, motivation, and employee performance, even causing temporary closure of hospital operations. This conflict was triggered by a lack of financial transparency, unclear payroll design, and weak internal communication between management and employees. To overcome these problems, recommended solutions are to increase financial transparency through an internal digital platform,

1. Introduction

Differences in outlook on life between individuals are a common and real-life occurrence. In context of organizations, which serve as a forum for people to gather with a specific vision, mission, values, and goals, conflict often arises, especially during times of change. In a dynamic world, conflict arises when interests clash, and resistance to change is most common cause. Therefore, individuals within organizations are required to adjust their interpersonal relationships to maintain and improve organizational effectiveness.

Cummings, in Wahyudi (2006), explains that conflict is a social interaction process between two individuals or groups with conflicting opinions and goals.

One public institution that frequently experiences conflict, both between individuals and between departments, is healthcare institutions such as hospitals. According to Law Number 44 of 2009 concerning Hospitals, a hospital is a healthcare institution that provides comprehensive individual healthcare services, providing inpatient, outpatient, and emergency care. A hospital is an organization run by organized professional medical personnel. Therefore, hospitals are required to provide optimal services to community.

Haji Darjad Hospital Samarinda is a five-star accredited hospital with patient-friendly services and best facilities in Samarinda City. This hospital is currently in public spotlight due to an internal conflict within it. According to kaltimetam.id, dozens of current and former employees of Haji Darjad Hospital (RSHD) Samarinda held a peaceful demonstration demanding clarification on payment of salaries they have not received for past two to three months.

The demonstration took place in hospital courtyard on Monday, May 5, 2025. protest was orderly but filled with disappointment and demands for immediate fulfillment of employee

rights. employee action began with Haji Darjad Hospital (RSHD) Samarinda's outstanding salary payments. This problem began in 2024 and worsened in 2025. Haji Darjad Hospital (RSHD) Samarinda officially suspended operations temporarily.

2. Literature Review

Conflict
Conflict comes from word confligere, conflictum (to clash), encompassing all forms of clash, opposition, and antagonistic interaction. Conflict is deeply embedded in fabric of life (Kusworo, 2019). Conflict can be defined as a social problem arising from differing perspectives within society and state (Kasim & Nurdin, 2015). Based on research by Kezsbom (1992, cited in Thakore, 2013), sources of conflict include definition of goals and priorities, personalities, political communication, administrative procedures, resource allocation, scheduling, leadership, unclear roles/structures, costs, reward structures, technical opinions, and previously unresolved conflicts.

Employee Job Satisfaction
Gomes (cited in Indrastuti, 2017) defines job satisfaction as a subjective assessment arising from a comparison between results of work received and employee's expectations or desires. Robbins et al. (2015, cited in Alshebami, 2021) defines it as "the feelings or affective responses of a worker regarding factors such as working environment, work experience, and job itself."

According to O'Leary et al. (2009, cited in Khan et al., 2021), "Job satisfaction is usually viewed as a sense of fulfillment or enjoyment that individuals gain from their jobs." This definition states that job satisfaction can be seen as a sense of fulfillment or pleasure that individuals derive from their work. Employee job satisfaction is defined as degree to which they like or dislike

their job. Job satisfaction is peak satisfaction employees feel toward their work, which can influence their performance (Haralayya, 2021). High job satisfaction is a sign of a well-managed organization and is essentially result of effective behavioral management (Stephen Martin & Martin Uribe, 2021).

Job Satisfaction Theory

According to Rivai and Sagala (2009, cited in Mukhtar, 2019), there are three well-known theories about job satisfaction.

1. Discrepancy Theory. This theory was first pioneered by Porter (1961, cited in Sitti Husniah et al., 2022). Porter proposed that to measure a person's job satisfaction, calculate difference between what should be there (expectations) and what is perceived (facts).
2. Equity Theory. John Stacey Adams's Equity Theory focuses on comparing inputs and outputs received by employees. According to this theory, employees evaluate their satisfaction based on how fairly they are treated compared to other coworkers (Abidin, 2024).
3. Two-Factor Theory. two-factor theory suggests two factors that contribute to satisfaction or dissatisfaction: maintenance factors, which include organizational administration and policies, relationships with subordinates, wages, job security, working conditions, and status; and motivational factors, which include achievement motivation, recognition, advancement, development opportunities, and responsibility (Rahmadhani & Priyanti, 2022).

According to Luthans (2005, cited in Nurba et al., 2021), there are five dimensions of job satisfaction: (1) work itself. Employees tend to prefer interesting work, opportunities for learning, and opportunity to accept greater responsibility. (2) Supervision. Fair, open, and cooperative supervision with subordinates will influence employees' work performance. (3) Co-workers. Cooperative co-workers or teams are a source of job satisfaction. A strong team provides employees with support, comfort, advice, and assistance. (4) Pay (Wages/Salary), a wage system based on job demands, individual skill levels, and wage standards will create job satisfaction. (5) Opportunity of promotion (Promotion opportunities), fair promotion opportunities based on performance and seniority (length of service) will increase job satisfaction.

3. Methodology

This research uses a qualitative descriptive literature study method, which aims to describe researcher's findings from several journal articles found. According to Sugiyono (2013), qualitative research methods with a descriptive analysis design are conducted intensively, conducting reflective analysis of various documents found, and producing a detailed research report.

This literature review was conducted based on awareness that knowledge will continue to evolve with change and progress. purpose of literature review is for benefit of research project itself. In this case, conducting a literature review is to broaden author's insight into research topic at hand, help author formulate research problem, and assist author in determining appropriate theories, methods, and research findings to be used in research. As explained by Saputra (2017), literature study research involves searching for theoretical references relevant to case or problem identified. theoretical references obtained through literature study serve as basic foundation and primary tool for research practice in field. data sources or objects of study used in this research are scientific articles from national and

international journals published between 2020 and 2025.

4. Results and Discussion

In analyzing internal conflicts occurring in workplace, specifically related to salary arrears at Haji Darjad Hospital (RSHD) Samarinda, approach used refers to five dimensions of job satisfaction proposed by Luthans (2005, cited in Nurba et al., 2021). These dimensions include aspects of work itself, supervision, coworkers, wages/salary, and promotion opportunities. Through this framework, analysis aims to understand factors that influence employee satisfaction or dissatisfaction levels, and how each dimension contributes to emergence of internal conflict.

First, regarding work itself, employees at Haji Darjad Hospital (RSHD) experience deep dissatisfaction with their jobs due to uncertainty regarding hospital's future. temporary closure of services creates concerns about continuity of their employment. This uncertainty not only reduces motivation but also hinders their commitment to their duties and responsibilities. In such situations, employees may feel trapped in unfavorable conditions, which can trigger feelings of frustration and loss of morale. This has potential to lead to a decline in quality of healthcare services provided to patients, ultimately harming hospital's reputation. Hospital.

Second, supervision. Amidst escalating issue of salary arrears, employees were also shocked by news of resignation of General Manager of RSHD, Sulaikah. Responsibility for salary payments has now shifted to Dina, hospital's Financial Supervisor. "Since management change, we haven't been consulted or given any clarity about when salaries will be paid. They just

shift blame," said one RSHD employee. Hospital management, represented by Acting Director Setiyo Irawan, attempted to provide information and promised a resolution to salary issue. However, uncertainty in communication and timelines left employees feeling unsupported by their superiors.

Third, colleagues. This situation of dissatisfaction not only impacts individuals but can also affect employee relationships. tension that arises from dissatisfaction with management can create an unhealthy work atmosphere. While some employees may support each other in facing these challenges, anxiety and uncertainty can trigger conflict and disrupt team dynamics. Stressed employees may become less collaborative, which can hinder cooperation in providing optimal healthcare.

Fourth, promotions. temporary closure of hospital also hinders opportunities for Promotion and career development. Employees who previously had hopes for promotions or additional training now feel their future at hospital is uncertain. This uncertainty can reduce motivation to excel, as employees feel that their efforts and dedication will not be recognized in short term. This can lead to a decline in overall performance, as employees may not put in their full effort if they feel there is no path to advancement.

Fifth, wages/salaries. temporary closure of hospital also hampers opportunities for promotion and career development. Employees who previously had hopes for promotions or additional training now feel their future at hospital is uncertain. This uncertainty can reduce motivation to excel, as employees feel that their efforts and dedication will not be recognized in short term. This can lead to a decline in overall performance, as employees may not put in their full effort if they feel there is no path to advancement.

5. Conclusion

Based on an analysis of internal conflict over employee salary arrears at Haji Darjad Hospital in Samarinda, it can be concluded that conflict has had a broad impact on employee job satisfaction, motivation, and performance, even leading to temporary closure of hospital. This conflict was triggered by a lack of financial transparency, an unclear payroll design, and weak internal communication between management and employees.

Transparency refers to openness of information and availability of effective and accurate information to all parties. In today's era of globalization and digitalization, information technology (IT) has become a key element. implementation of digitalization aims to improve efficiency, accuracy, and transparency in financial management.

This salary design setup includes establishing a clear salary structure and scale, measurable salary components, and a periodic review mechanism based on hospital's performance and financial capacity. With a structured salary design, each employee understands their rights and obligations transparently, thereby reducing uncertainty and potential conflicts regarding salary payments.

Internal Communication With good communication, management can provide transparent explanations regarding hospital's financial condition, challenges faced, and concrete steps being and will be taken to resolve salary arrears.

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