

CHAPTER V

CONCLUSION AND SUGGESTION

5.1. Conclusion

According to the data analysis and discussion in the last chapter, finally the problem statement in the first chapter can be answered. From this research which observes causes of internal conflict in, it can be concluded that.

1. According to the answer given by the respondents, most respondents have assumption that they are usual deal with problems which commonly caused conflict in construction project during construction phase, based on their experience working in construction industry. From the data collection we can conclude that conflict over administrative procedures is usually occur in the contractors with main cause is procedure of report which not clear, followed by difficulties in procedure of working permission, and the last is description of job, duty, and responsibility which not clear. Conflict over resource is also usually occur in contractors with causes, material and equipment were not appropriate with the quality and quantity in the first rank, amount of worker was not appropriate with the activities in the second rank, and mobilization of material resources and equipment is not based on the schedule in the third rank. The last is conflict over cost with main causes, which are inaccurate project planning cost and cost overruns.
2. Based on the answer gives by the respondents we can conclude that three main methods of conflict resolution that used to resolve every conflict that occur in

the contractors are compromise that moderate concern for both personal goals and relationship, followed by problem solving that high concern for both personal goals and relationship and force especially to resolve conflict over project priority.

3. From the data collection of the respondents from two classes of contractors and based on ANOVA analysis, we know that causes of conflict in small contractors and non-small contractors are not significantly different.

5.2. Suggestion

In the future, this kind of study can be continued with more specified causes of conflict, the other types of conflict and methods of conflict resolution. The other things that can be developed are the amount of the respondent from different contractors, and area of distribution of questionnaire. Hopefully with more complete and specific research, the contractors will learn more about the conflict that occur in construction project, the causes, how to manage and to resolve the conflicts, so that the conflicts that occur in the contractor during construction phase can be minimize.

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Yogyakarta,.....

To:

Who may concern

Dear,

**I who sign below, as the student of Atma Jaya Yogyakarta University,
Faculty of Engineering, Department of International Civil Engineering,**

which:

Name :

Student Number :

**Would like to make some research to complete the final project report, with
title:**

INTERNAL CONFLICT ANALYSIS IN CONTRACTORS

**Because of that, please fill the questionnaire as followed. The answer that you
have given will be kept the secret and only be used for research material.**

Thank you for your attention and cooperation.

Best regards

Yasinta

Yogyakarta,.....

Kepada:

Yth. Bapak/ Ibu

Dengan hormat,

**Saya yang bertanda tangan di bawah ini adalah mahasiswa Universitas Atma
Jaya Yogyakarta, Fakultas Teknik, Program Studi Teknik Sipil
Internasional:**

Nama :

NPM :

**Bermaksud mengadakan sebuah penelitian sebagai bahan untuk penulisan
tugas akhir dengan judul:**

INTERNAL CONFLICT ANALYSIS IN CONTRACTORS

**Oleh karena itu saya mohon Bapak/ Ibu untuk mengisi kuesioner berikut
ini. Jawaban yang Bapak/ Ibu berikan akan dijamin kerahasiaannya dan
hanya akan digunakan untuk keperluan penulisan tugas akhir saya ini saja.**

Terima kasih atas perhatian dan kerja sama Bapak/ Ibu.

Hormat saya

Yasinta

INTERNAL CONFLICT ANALYSIS IN CONTRACTORS

I. DATA OF RESPONDENT

Please choose the most appropriate one!

(Pilihlah jawaban di bawah ini yang sesuai)

Gender (jenis kelamin):

- a. Male (*laki-laki*)
- b. Female (*perempuan*)

What is category of your age that you may include? (Berapakah umur anda sekarang?)

- a. < 30 years old (*< 30 tahun*)
- b. 30-40 years old (*30-40 tahun*)
- c. 40-50 years old (*40-50 tahun*)
- d. >50 years old (*>50 tahun*)

Your past educational? (*Pendidikan terakhir anda?*)

- a. High school or similar (*SMU atau sederajat*)
- b. Diploma
- c. Bachelor (*S1*)
- d. Master (*S2*)
- e. Doctoral (*Doktor*)

Class of construction company/ contractor (*Kelas perusahaan/ kontraktor*):

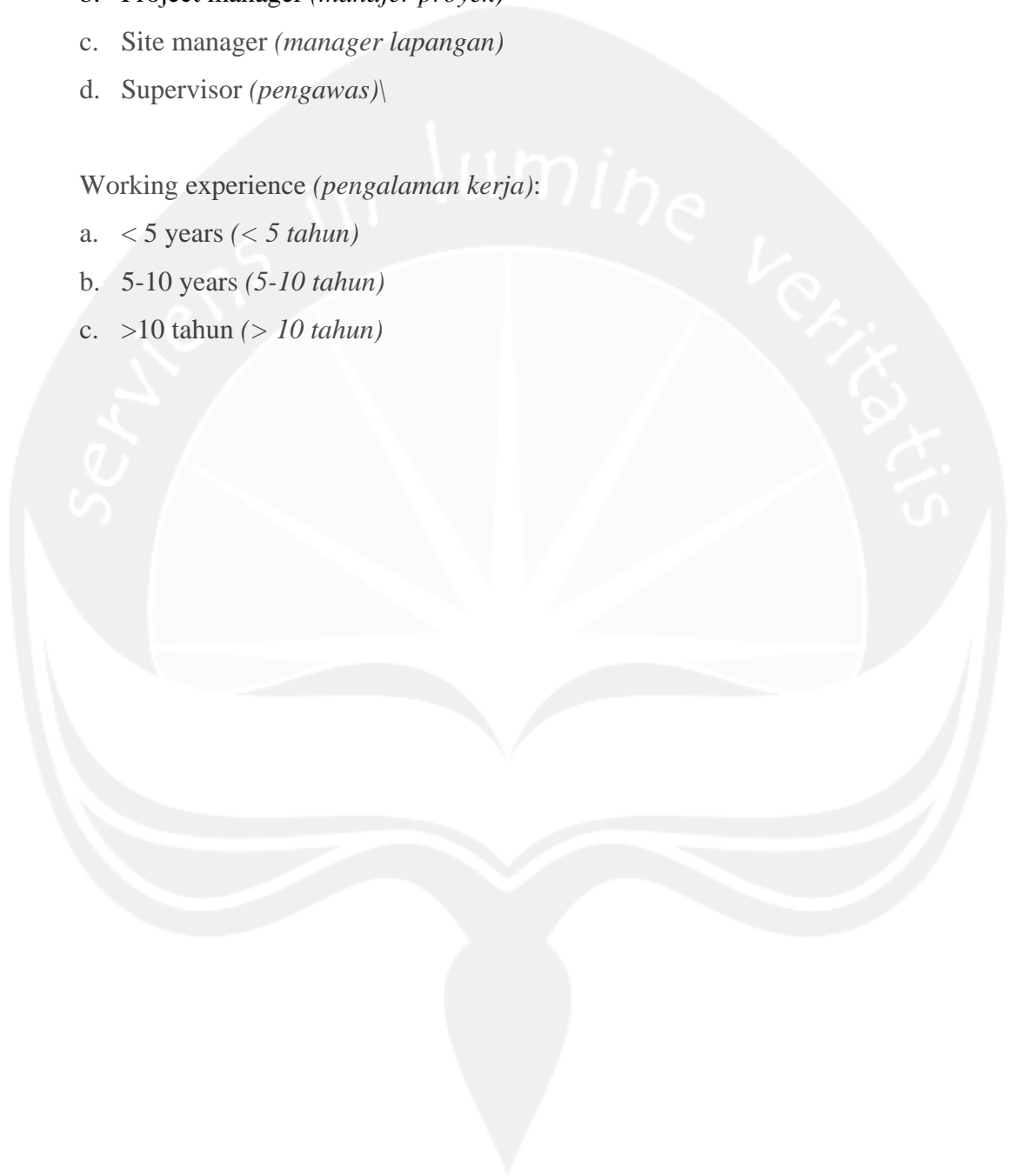
- a. Small contractor (*kontraktor kecil*) Gred 4,3,2
- b. Non-small contractor: Big contractor with Gred 7,6 and Medium contractor with Gred 5
(*Kontraktor non-kecil: kontraktor besar dengan gred 7,6 dan kontraktor menengah dengan gred 5*)

Your position (*jabatan anda*):

- a. Director (*Direktur*)
- b. Project manager (*manajer proyek*)
- c. Site manager (*manager lapangan*)
- d. Supervisor (*pengawas*)\

Working experience (*pengalaman kerja*):

- a. < 5 years (*< 5 tahun*)
- b. 5-10 years (*5-10 tahun*)
- c. >10 tahun (*> 10 tahun*)



II. IDENTIFICATION THE CAUSES OF CONFLICT

(IDENTIFIKASI PENYEBAB-PENYEBAB KONFLIK)

The following list problems commonly caused conflict that occurred in the contractor (internal conflict) on construction project. Based on your working experience, what problems do you frequently deal with?

Please rate them by circling the following statements!

(Masalah-masalah berikut yang biasa menyebabkan konflik yang terjadi dalam kontraktor (internal konflik) pada proyek konstruksi. Berdasarkan pengalaman kerja anda, permasalahan apa yang sering anda hadapi? Berikan penilaian dengan melingkari pernyataan berikut!)

Types of Conflict (jenis-jenis konflik)	No.	Causes (sebab-sebab)	Almost Never (jarang sekali)	Seldom (jarang)	Often (sering)	Very often (hampir selalu)
Conflict over project priority. (Konflik karena prioritas proyek).	1	Unintensive project control. (Pengawasan pelaksanaan proyek yang kurang intensif)	1	2	3	4
	2	Handling the number of projects collectively. (Banyaknya proyek yang ditangani dikelola bersama).	1	2	3	4
Conflict over administrative procedures. (Konflik karena prosedur-prosedur administrasi)	1	Description of job, duty, and responsibility which not clear. (Rumusan pekerjaan, tugas, dan tanggung jawab yang tidak jelas).	1	2	3	4
	2	Procedure of working permission is too difficult. (Prosedur perizinan untuk pelaksanaan pekerjaan yang terlalu rumit).	1	2	3	4

Types of Conflict (jenis-jenis konflik)	No.	Causes (sebab-sebab)	Almost Never (jarang sekali)	Seldom (jarang)	Often (sering)	Very often (hampir selalu)
	3	Procedure of report was not clear. (Prosedur laporan yang tidak jelas dalam tim proyek).	1	2	3	4
Conflict over technical opinion. (Konflik karena pendapat- pendapat teknis/ masalah teknis).	1	The use of new technology. (Penggunaan teknologi baru).	1	2	3	4
	2	Rework. (Rework dalam pekerjaan).	1	2	3	4
	3	The use of inappropriate working method. (Penggunaan metode kerja yang kurang tepat).	1	2	3	4
	4	Lack of quality control about the work. (Kurangnya pengendalian kualitas pekerjaan proyek).	1	2	3	4
	5	Limited workspace in the field. (Terbatasnya work space di lapangan).	1	2	3	4
	6	Guidelines, manual, and standard of work which are not enough. (Pedoman kerja, manual, dan standarsasi yang kurang cukup)	1	2	3	4
	7	Drawing, document and important file were damaged or lost. (Rusak atau hilangnya gambar, dokumen, atau surat penting).	1	2	3	4
Conflict over resource. (Konflik karena sumber daya).	1	Provision of human resources which not appropriate with the qualification. (Penempatan SDM yang tidak sesuai dengan kualifikasi).	1	2	3	4

Types of Conflict (jenis-jenis konflik)	No.	Causes (sebab-sebab)	Almost Never (jarang sekali)	Seldom (jarang)	Often (sering)	Very often (hampir selalu)
	2	Amount of worker was not appropriate with the activities. (Jumlah perkerja yang tidak sesuai dengan aktivitas pekerjaan yang ada).	1	2	3	4
	3	Material and equipment were not appropriate with the quality and quantity. (Material dan peralatan yang tidak sesuai dengan kuantitas dan kualitas).	1	2	3	4
	4	Mobilization of material resources and equipment is not based on the schedule. (Mobilisasi sumber daya material, peralatan yang tidak sesuai dengan jadwal).	1	2	3	4
Conflict over cost. (Konflik karena biaya).	1	Inaccurate project planning cost. (Perhitungan RAB proyek yang tidak akurat).	1	2	3	4
	2	Cost overruns. (Cost overruns dalam pelaksanaan proyek)	1	2	3	4
Conflict over schedule. (Konflik karena jadwal).	1	Delay of worker's salary payment. (Keterlambatan pembayaran gaji tenaga kerja).	1	2	3	4
	2	Inaccurate establishment of working duration. (Penentuan durasi waktu kerja yang tidak seksama).	1	2	3	4
	3	Project schedule is too strict. (Penetapan jadwal proyek yang terlalu ketat).	1	2	3	4
Personality conflict. (Konflik personalitas).	1	Bad communication between personnel in project team. (Komunikasi yang buruk antar personil dalam tim proyek).	1	2	3	4

Types of Conflict (jenis-jenis konflik)	No.	Causes (sebab-sebab)	Almost Never (jarang sekali)	Seldom (jarang)	Often (sering)	Very often (hampir selalu)
	2	Different skill from each personnel. (Perbedaan skill dari tiap personil proyek).	1	2	3	4
	3	Different working experience from each personnel. (Perbedaan pengalaman kerja dari masing-masing personil).	1	2	3	4
	4	Bad team work. (Kerja sama yang kurang baik antar personil).	1	2	3	4
	5	Too much work load. (Beban kerja yang berlebihan).	1	2	3	4

III. INVESTIGATION THE METHODS OF CONFLICT RESOLUTION APPROACH.

(INVESTIGASI METODE-METODE PENDEKATAN PENYELESAIAN KONFLIK)

Explanation of the methods of conflict resolution approaches:

(Penjelasan tentang metode-metode pendekatan penyelesaian konflik)

Conflict Resolution Approaches (Pendekatan-pendekatan penyelesaian konflik)	Description (Deskripsi)
Force	Exerting one's viewpoint at the potential expense of another party. (Memaksakan pandangan seseorang dengan mengorbankan kekuatan pihak lain).
Smoothing	Deemphasizing differences and emphasizing commonalities over conflict issues. (Memperkecil perbedaan-perbedaan dan menekan kebersamaan demi masalah-masalah konflik)
Withdrawal	Retreating from actual or potential disagreements and conflict situation. (Mengundurkan diri dari pertentangan-pertentangan yang kuat atau nyata dari situasi konflik).
Compromise	Considering various issues, bargaining, and searching for solutions that attempt to bring some degree of satisfaction to the conflict parties. (Mempertimbangkan berbagai masalah, melakukan tawar-menawar, dan mencari cara-cara atau pemecahan yang membawa kepuasan kepada pihak-pihak yang terlibat dalam konflik).
Problem Solving	Regarding a conflict as a problem to solve rather than a battle to win in order to achieve mutual satisfaction by taking care of both relationships and conflict interests. (Berkenaan dengan konflik sebagai suatu masalah untuk diselesaikan daripada suatu peperangan untuk dimenangkan, dalam rangka untuk mencapai kepuasan bersama dengan menjaga hubungan dan kepentingan konflik).

The following list methods are some manners to resolve the conflict that occurred in the contractor (internal conflict) on construction project. Based on your working experience, what methods do you frequently deal with? Please choose the most appropriate one by circling the following choices!

(Metode-metode berikut ini adalah beberapa cara untuk menyelesaikan konflik yang terjadi dalam kontraktor (internal konflik) pada proyek konstruksi. Berdasarkan pengalaman kerja anda, metode manakah yang anda anggap sesuai? Pilihlah salah satu yang sesuai dengan melingkari pilihan-pilihan berikut ini!)

Example (contoh): If you faced with Conflict over Cost so to resolve the conflict you choose Compromise method.

(Jika anda menghadapi Konflik karena Biaya maka untuk menyelesaikan konflik tersebut anda memilih metode Compromise).

No.	Types of Conflict (Tipe-tipe konflik)	Methods of Conflict Resolution (Metode-metode penyelesaian konflik)				
1	Conflict over cost. (Konflik karena biaya).	Force	Smoothing	Withdrawal	Compromise	Problem Solving

No.	Types of Conflict (Tipe-tipe konflik)	Methods of Conflict Resolution (Metode-metode penyelesaian konflik)				
1	Conflict over project priority. (Konflik karena prioritas proyek).	Force	Smoothing	Withdrawal	Compromise	Problem Solving
2	Conflict over administrative procedures. (Konflik karena prosedur-prosedure administrasi)	Force	Smoothing	Withdrawal	Compromise	Problem Solving
No.	Types of Conflict (Tipe-tipe konflik)	Methods of Conflict Resolution (Metode-metode penyelesaian konflik)				

3	Conflict over technical opinion. <i>(Konflik karena pendapat-pendapat teknis/ masalah teknis).</i>	<i>Force</i>	<i>Smoothing</i>	<i>Withdrawal</i>	<i>Compromise</i>	<i>Problem Solving</i>
4	Conflict over resource. <i>(Konflik karena sumber daya).</i>	<i>Force</i>	<i>Smoothing</i>	<i>Withdrawal</i>	<i>Compromise</i>	<i>Problem Solving</i>
5	Conflict over cost. <i>(Konflik karena biaya).</i>	<i>Force</i>	<i>Smoothing</i>	<i>Withdrawal</i>	<i>Compromise</i>	<i>Problem Solving</i>
6	Conflict over schedule. <i>(Konflik karena jadwal).</i>	<i>Force</i>	<i>Smoothing</i>	<i>Withdrawal</i>	<i>Compromise</i>	<i>Problem Solving</i>
7	Personality conflict. <i>(Konflik personalitas).</i>	<i>Force</i>	<i>Smoothing</i>	<i>Withdrawal</i>	<i>Compromise</i>	<i>Problem Solving</i>

I. GENERAL DATA

1. SMALL CONTRACTOR

	DARODA (5)	WONOSARI (5)	KARYA TEKNIK (4)	AGUNG PUTRA (5)	TETRA JAYA (8)	WIJAYA MAHKOTA RAYA (7)
DIRECTOR	-	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>	<i>1</i>
<i>age</i>		40-50	30 - 40	40-50	< 30	< 30
<i>education</i>		S1	S1	S1	S1	S1
<i>working experience</i>		5 -- 10	5 -- 10	5 -- 10	< 5	< 5
PROJECT MANAGER	<i>1</i>	<i>1</i>	<i>1</i>	-	<i>1</i>	2
<i>age</i>	40-50	30 - 40	30 - 40		30 - 40	< 30 / 40 -50
<i>education</i>	S1	S1	S1		S1	S1 / S1
<i>working experience</i>	5 -- 10	< 5	5 -- 10		5 -- 10	5 -- 10 / > 10
SITE MANAGER	<i>1</i>	-	-	<i>1</i>	<i>1</i>	-
<i>age</i>	30 - 40			30 - 40	< 30	
<i>education</i>	S1			S1	S1	
<i>working experience</i>	< 5			5 -- 10	< 5	
SUPERVISOR	2	3	2	2	3	3
<i>age</i>	< 30 / 30 -40	< 30 / 30 -40 / 30 -40	30 -40 / <30	< 30 / < 30	< 30 / < 30 / <30	30 -40 / <30 / <30
<i>education</i>	S1 / S1	D3 / S1 / s1	S1 / S1	S1 / D3	S1 / S1 / S1	S1 / S1 / S1
<i>working experience</i>	< 5 / < 5	< 5 / < 5 / 5 --10	< 5 / < 5	< 5 / < 5	< 5 / < 5 / <5	5--10 / < 5 / <5
ENGINEER	<i>1</i>	-	-	<i>1</i>	-	-
<i>age</i>	< 30			< 30		
<i>education</i>	S1			D3		
<i>working experience</i>	< 5			< 5		

	DARODA (5)	WONOSARI (5)	KARYA TEKNIK (4)	AGUNG PUTRA (5)	TETRA JAYA (8)	WIJAYA MAHKOTA RAYA (7)
OPERATIONAL MANAGER	-	-	-	-	-	<i>1</i>
<i>age</i>						< 30
<i>education</i>						S1
<i>working experience</i>						5--10
ACCOUNT MANAGER	-	-	-	-	<i>1</i>	-
<i>age</i>					< 30	
<i>education</i>					S1	
<i>working experience</i>					< 5	
DESIGN ENGINEER	-	-	-	-	<i>1</i>	-
<i>age</i>					< 30	
<i>education</i>					S1	
<i>working experience</i>					< 5	

2. NON-SMALL CONTRACTOR

	RTC (5)	HAKA (6)	ARGON (8)	TOA (12)
PROCUREMENT	-	-	-	1
<i>age</i>				<30
<i>education</i>				S1
<i>working experience</i>				5--10
PROJECT MANAGER	1	-	1	1
<i>age</i>	40-50		40 - 50	<30
<i>education</i>	S1		S1	S1
<i>working experience</i>	5 -- 10		5 -- 10	5--10
SITE MANAGER	1	1	1	1
<i>age</i>	40-50	40-50	30 -40	30 - 40
<i>education</i>	S1	S1	S1	S1
<i>working experience</i>	5 -- 10	5 -- 10	5--10	5 -- 10
SUPERVISOR	3	4	6	4
<i>age</i>	40-50 / 30 -40 / 30 -40	30-40 / 30 -40 / 30 -40 / 30-40	30-40 / 30 -40 / 30 -40 / < 30 / < 30 / <30	30-40 / <30 / 30 -40 / 30-40
<i>education</i>	S1 / S1 / s1	S1 / S1 / s1 / S1	S1 / S1 / s1 / S1 / S1 / S1	S1 / S1 / s1 / S1
<i>working experience</i>	5--10 / 5--10 / 5 --10	5--10 / 5--10 / < 5 / < 5	5--10 / 5--10 / 5--10 / < 5 / < 5 / < 5	5--10 / 5--10 / 5--10 / 5--10
ENGINEER	-	1	-	3
<i>age</i>		< 30		<30 / <30 / <30
<i>education</i>		S1		S1 / S1 / s1
<i>working experience</i>		< 5		5--10 / 5--10 / 5 --10
QUALITY CONTROL MANAGER	-	-	-	1
<i>age</i>				30 - 40
<i>education</i>				S1
<i>working experience</i>				5 -- 10
DESIGN ENGINEER	-	-	-	1
<i>age</i>				< 30
<i>education</i>				S1
<i>working experience</i>				< 5

PERCENTAGE ANALYSIS

NO	GENDER	SMALL	NON-SMALL	AMOUNT	%
1	Male	34	31	65	100
2	Female	-	-	0	0
		34	31	65	100

NO	AGE	SMALL	NON-SMALL	AMOUNT	%
1	< 30	19	11	30	46.2
2	30-40	11	15	26	40
3	40-50	4	5	9	13.8
4	>50	-	-	0	0
		34	31	65	100

NO	POSITION	SMALL	NON-SMALL	AMOUNT	%
1	DIRECTOR	5	-	5	7.69
2	PROJECT MANAGER	6	3	9	13.8
3	SITE MANAGER	3	4	7	10.8
4	Q C MANAGER	-	1	1	1.54
5	PROCUREMENT	-	1	1	1.54
6	SUPERVISOR	15	17	32	49.2
7	ENGINEER	2	4	6	9.23
8	DESIGN ENGINEER	1	1	2	3.08
9	OPERATIONAL MANAGER	1	-	1	1.54
10	ACCOUNT MANAGER	1	-	1	1.54
		34	31	65	100

NO	PAST EDUCATIONAL	SMALL	NON-SMALL	AMOUNT	%
1	High School	-	-	0	0
2	Diploma	3	-	3	4.62
3	S1	31	31	62	95.4
4	S2	-	-	0	0
5	Doctor	-	-	0	0
		34	31	65	100

NO	WORKING EXPERIENCE	SMALL	NON-SMALL	AMOUNT	%
1	<5	22	7	29	44.6
2	5--10	11	24	35	53.8
3	>10	1	-	1	1.54
		34	31	65	100

II. CAUSES OF CONFLICT

1. SMALL CONTRACTOR

VALUE SCALE:

- 1 : Almost Never
- 2 : Seldom
- 3 : Often
- 4 : Very Often

RESPONDENT (R):

- R1-R5 = DARODA
- R6-R10 = WONOSARI
- R11-R14 = KARYA TEKNIK
- R15-R19 = AGUNG PUTRA
- R20-R27 = TETRA JAYA
- R28-R34 = WIJAYA MAHKOTA RAYA

CONFLICT	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	R18	R19	R20	R21	R22	R23	R24	R25	R26	R27	R28	R29	R30	R31	R32	R33	R34	
I A	2	1	2	1	1	2	2	2	1	1	2	1	1	1	2	2	2	2	2	2	3	2	3	3	2	1	2	2	4	3	2	1	2	3	
B	2	1	3	1	2	2	3	1	2	1	2	2	1	2	2	1	2	1	2	2	2	3	2	3	2	2	3	2	2	1	2	2	1	2	
II A	1	1	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	3	2	3	3	2	2	2	2	3	4	1	1	2	3	
B	3	3	3	2	3	3	3	3	3	2	3	2	2	3	1	2	2	2	3	2	2	2	2	2	2	3	2	2	2	3	3	2	1	2	
C	2	2	3	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	1	3	2	2	2	3	3
III A	1	2	1	2	2	2	3	2	3	1	2	1	1	1	2	1	1	1	2	1	2	3	2	2	3	2	1	1	2	3	2	2	2	2	
B	2	3	3	2	3	3	3	3	3	3	3	3	3	2	3	3	3	2	3	1	2	2	2	3	2	3	2	2	3	2	3	3	2	2	
C	2	2	2	2	1	2	2	1	2	2	1	1	1	1	2	1	1	2	1	2	2	2	3	2	2	1	2	4	3	2	1	1	1	3	
D	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	1	2	2	1	2	2	2	3	2	3	2	1	3	3	3	2	3	2	3	
E	2	2	3	2	3	3	2	2	2	2	3	2	2	3	3	2	2	2	3	3	1	3	3	3	3	3	3	3	1	3	2	3	2	2	
F	2	2	2	2	2	2	2	2	2	1	2	2	2	2	1	1	1	1	2	2	2	2	3	2	2	1	2	3	2	2	2	2	1	2	
G	2	2	1	1	1	2	2	1	2	1	1	2	1	1	1	1	2	1	1	3	1	3	1	3	3	2	1	3	2	2	1	1	1	3	
CONFLICT	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	R18	R19	R20	R21	R22	R23	R24	R25	R26	R27	R28	R29	R30	R31	R32	R33	R34	
IV A	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	1	2	1	3	2	2	2	3	3	2	2	2	2	3	
B	2	3	2	2	3	3	3	3	2	2	2	2	2	2	1	2	2	2	2	2	2	2	4	3	2	3	3	3	3	2	3	3	2	3	
C	3	3	2	2	3	3	2	3	3	3	2	2	2	2	2	2	1	2	1	2	2	2	2	3	2	1	3	3	3	1	2	2	2	3	
D	3	3	2	2	3	2	2	2	3	2	1	2	2	1	2	2	1	2	2	2	2	3	2	3	3	2	3	3	3	1	2	2	2	3	

V A	2	2	2	2	2	2	1	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	2	2	1	2	4	1	2	2	2	2	3
B	3	3	3	3	2	3	3	2	3	2	3	3	2	2	3	3	3	2	3	1	2	2	1	2	2	2	1	2	3	2	3	3	2	3	
VI A	2	2	2	3	3	2	2	2	3	2	1	2	1	1	1	1	2	2	2	2	1	1	1	1	2	2	2	2	3	2	1	2	2	1	3
B	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	3	2	2	2	2	3	1	2	2	2	2	3
C	2	2	3	2	3	2	2	3	3	3	1	3	2	2	2	2	3	2	3	3	2	2	2	3	2	2	3	1	2	1	3	2	2	2	2
VII A	3	2	2	2	2	3	3	3	3	3	2	2	3	2	3	2	2	2	2	2	2	2	1	3	3	2	2	2	1	3	1	2	2	2	3
B	2	2	2	1	1	3	2	1	2	2	2	2	2	1	2	1	2	2	2	3	2	2	2	3	3	2	2	1	2	1	2	2	2	2	1
C	2	2	2	2	1	3	2	1	2	2	2	2	2	1	2	1	2	2	2	2	2	2	1	2	3	3	2	3	2	3	2	2	1	2	2
D	3	2	2	3	3	3	3	3	2	2	3	2	2	2	2	2	2	2	2	2	2	2	1	3	3	2	2	3	2	3	2	1	2	2	4
E	2	2	2	3	3	2	3	3	2	3	2	2	2	2	2	2	3	3	3	3	2	2	2	3	2	2	2	2	1	2	3	1	3	1	

2. NON-SMALL CONTRACTOR

VALUE SCALE:

- 1 : Almost Never
- 2 : Seldom
- 3 : Often
- 4 : Very Often

RESPONDENT (R):

- R1-R5 = RTC
- R6-R11 = HAKA
- R12-R19 = ARGON
- R20-R31 = TOA

TYPE OF CONFLICT	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	R18	R19	R20	R21	R22	R23	R24	R25	R26	R27	R28	R29	R30	R31
I A	2	2	2	2	2	2	2	2	1	1	2	1	2	2	2	1	1	2	2	2	2	2	2	1	3	2	2	2	2	1	2
B	3	2	2	2	2	3	2	2	2	2	2	2	2	2	1	2	1	2	2	2	2	3	1	1	3	3	3	2	2	2	1
II A	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	1	3	3	3	2	2	2	1
B	2	3	3	3	3	2	2	3	3	2	3	2	2	2	3	2	2	3	2	3	2	3	2	1	3	2	3	2	2	2	2
C	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	3	2	1	3	2	2	3	2	2	2
III A	2	2	2	2	2	2	2	2	1	2	2	2	2	1	1	2	1	2	2	2	1	2	2	3	3	3	3	3	2	3	2
B	3	3	3	3	3	3	3	3	3	3	3	2	3	2	2	3	3	3	3	1	2	2	2	2	4	2	3	3	2	3	2
C	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	2	1	2	1	4	2	2	1	2	1	1
D	1	2	2	2	2	2	1	2	2	2	2	2	2	2	2	2	2	1	2	1	1	1	2	1	4	3	2	2	2	2	1
E	2	3	2	3	2	2	2	2	2	2	3	2	2	3	2	3	2	2	3	1	1	2	1	1	3	2	3	2	2	2	2
F	1	2	2	2	1	2	2	2	2	2	2	2	2	2	1	1	2	2	2	1	1	2	1	1	4	1	2	2	2	1	1
G	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	1	2	2	1	1	1	1	3	1	2	2	2	2	2
TYPE OF CONFLICT	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	R15	R16	R17	R18	R19	R20	R21	R22	R23	R24	R25	R26	R27	R28	R29	R30	R31
IV A	1	2	2	2	1	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	1	4	1	2	2	2	1	1
B	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	1	3	1	3	3	2	3	2
C	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	1	2	4	2	2	3	2	3	1

D	2	3	2	3	2	2	3	2	2	2	2	2	2	2	2	2	3	3	3	1	1	2	2	1	3	1	2	3	2	3	3
V A	2	2	2	2	2	1	1	1	1	1	2	2	1	2	2	2	2	2	2	1	1	2	1	1	4	1	2	1	2	1	1
B	3	2	2	3	3	3	2	2	2	2	2	3	2	3	3	3	3	3	3	1	2	2	2	3	4	2	3	1	2	2	2
VI A	2	2	2	2	2	1	2	1	2	2	2	2	2	2	2	2	2	2	2	1	1	2	1	1	3	1	2	2	2	1	2
B	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	1	3	1	2	2	2	2	2
C	2	2	3	3	2	2	3	2	3	2	3	2	2	3	3	2	2	2	3	2	1	2	3	1	3	2	3	3	2	3	2
VII A	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	4	2	2	1	2	1	1
B	1	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	2	2	2	1	2	2	3	3	2	3	2	2	3	2
C	2	2	2	2	1	2	2	2	2	2	2	2	2	2	1	1	1	2	2	2	2	3	2	3	3	2	3	2	2	2	2
D	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	2	1	4	1	3	2	2	1	2
E	2	2	3	2	3	2	3	3	2	3	3	2	2	3	2	3	2	2	3	2	1	2	1	1	3	2	3	3	2	3	2

DESCRIPTIVE ANALYSIS

CONFLICT 1

	N	Minimum	Maximum	Mean	Std. Deviation
C1.1	65	1.00	4.00	1.8615	.63435
C1.2	65	1.00	3.00	1.8462	.56543
Valid N (listwise)	65				

CONFLICT 2

	N	Minimum	Maximum	Mean	Std. Deviation
C2.1	65	1.00	4.00	2.0462	.62327
C2.2	65	1.00	3.00	2.1846	.55600
C2.3	65	1.00	3.00	2.2154	.51515
Valid N (listwise)	65				

CONFLICT 3

	N	Minimum	Maximum	Mean	Std. Deviation
C3.1	65	1.00	3.00	1.9231	.56755
C3.2	65	1.00	3.00	2.3077	.63549
C3.3	65	1.00	4.00	2.1846	.80801
C3.4	65	1.00	4.00	1.9846	.57261
C3.5	65	1.00	4.00	2.1538	.68990
C3.6	65	1.00	3.00	1.9846	.57261
C3.7	65	1.00	4.00	1.6769	.70948
Valid N (listwise)	65				

CONFLICT 4

	N	Minimum	Maximum	Mean	Std. Deviation
C4.1	65	1.00	3.00	1.9231	.47788
C4.2	65	1.00	4.00	2.1385	.65852
C4.3	65	1.00	3.00	2.1385	.58301
C4.4	65	1.00	4.00	2.1231	.59968
Valid N (listwise)	65				

CONFLICT 5

	N	Minimum	Maximum	Mean	Std. Deviation
C5.1	65	1.00	4.00	2.0923	.60527
C5.2	65	1.00	4.00	2.0308	.76993
Valid N (listwise)	65				

CONFLICT 6

	N	Minimum	Maximum	Mean	Std. Deviation
C6.1	65	1.00	4.00	2.1077	.73150
C6.2	65	1.00	3.00	1.9231	.47788
C6.3	65	1.00	3.00	2.1077	.53394
Valid N (listwise)	65				

CONFLICT 7

	N	Minimum	Maximum	Mean	Std. Deviation
C7.1	65	1.00	3.00	2.3077	.61041
C7.2	65	1.00	4.00	1.9077	.55122
C7.3	65	1.00	3.00	2.0000	.53033
C7.4	65	1.00	4.00	2.1692	.60128
C7.5	65	1.00	4.00	2.1385	.60922
Valid N (listwise)	65				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
C.1	65	1.00	3.00	1.9077	.49916
C.2	65	1.00	3.00	2.1538	.34899
C.3	65	1.29	3.57	2.0132	.36485
C.4	65	1.25	3.50	2.1269	.44661
C.5	65	1.00	4.00	2.1154	.55035
C.6	65	1.00	3.00	2.0359	.39582
C.7	65	1.40	3.40	2.1015	.34843
Valid N (listwise)	65				

III. CONFLICT RESOLUTION

1. SMALL CONTRACTOR

	DARODA (5)	WONOSARI (5)	KARYA TEKNIK (4)	AGUNG PUTRA (5)	TETRA JAYA (8)	WIJAYA MAHKOTA RAYA (7)
DIREKTUR	-	I	I	I	I	I
<i>Type 1</i>		A	D	D	D	D
<i>Type 2</i>		D	E	D	E	D
<i>Type 3</i>		D	D	D	D	D
<i>Type 4</i>		D	D	E	B	D
<i>Type 5</i>		E	E	E	B	E
<i>Type 6</i>		E	D	D	D	D
<i>Type 7</i>		B	B	B	B	D
PROJECT MANAGER	I	I	I	-	I	2
<i>Type 1</i>	D	D	A		D	D/D
<i>Type 2</i>	D	D	D		D	D/D
<i>Type 3</i>	D	D	D		D	D/E
<i>Type 4</i>	D	D	D		E	E/D
<i>Type 5</i>	D	E	D		D	E/D
<i>Type 6</i>	D	D	D		D	D/D
<i>Type 7</i>	E	E	E		B	D/D
SITE MANAGER	I	-	-	I	I	-
<i>Type 1</i>	D			D	E	
<i>Type 2</i>	D			D	D	
<i>Type 3</i>	D			D	E	
<i>Type 4</i>	D			D	E	
<i>Type 5</i>	E			D	D	
<i>Type 6</i>	E			D	D	
<i>Type 7</i>	B			B	E	
SUPERVISOR	2	3	2	2	3	3
<i>Type 1</i>	A/D	D/D/D	D/A	D/A	B/E/A	A/A/D
<i>Type 2</i>	D/D	D/D/D	D/D	D/D	B/D/D	D/D/E
<i>Type 3</i>	D/D	D/E/D	D/D	D/A	B/D/D	D/D/A
<i>Type 4</i>	D/D	D/E/E	D/D	D/D	D/B/D	D/E/D
<i>Type 5</i>	E/E	D/E/E	D/E	D/D	D/D/E	E/E/E
<i>Type 6</i>	E/D	D/D/D	D/D	D/D	B/A/E	D/D/D
<i>Type 7</i>	E/E	D/B/E	D/E	D/E	D/B/B	B/E/E
ENGINEER	I	-	-	I	-	-
<i>Type 1</i>	A			D		
<i>Type 2</i>	D			D		

	DARODA (5)	WONOSARI (5)	KARYA TEKNIK (4)	AGUNG PUTRA (5)	TETRA JAYA (8)	WIJAYA MAHKOTA RAYA (7)
<i>Type 3</i>	D			D		
<i>Type 4</i>	D			D		
<i>Type 5</i>	D			D		
<i>Type 6</i>	D			D		
<i>Type 7</i>	B			B		
OPERATIONAL MANAGER	-	-	-	-	-	<i>I</i>
<i>Type 1</i>						E
<i>Type 2</i>						E
<i>Type 3</i>						A
<i>Type 4</i>						D
<i>Type 5</i>						D
<i>Type 6</i>						E
<i>Type 7</i>						D
ACCOUNT MANAGER	-	-	-	-	<i>I</i>	-
<i>Type 1</i>					A	
<i>Type 2</i>					B	
<i>Type 3</i>					D	
<i>Type 4</i>					D	
<i>Type 5</i>					E	
<i>Type 6</i>					D	
<i>Type 7</i>					B	
DESIGN ENGINEER	-	-	-	-	<i>I</i>	-
<i>Type 1</i>					D	
<i>Type 2</i>					A	
<i>Type 3</i>					E	
<i>Type 4</i>					B	
<i>Type 5</i>					B	
<i>Type 6</i>					E	
<i>Type 7</i>					D	

2. NON-SMALL CONTRACTOR

	RTC (5)	HAKA (6)	ARGON (8)	TOA (12)
PROCUREMENT	-	-	-	<i>I</i>
<i>Type 1</i>				D
<i>Type 2</i>				D
<i>Type 3</i>				D
<i>Type 4</i>				E
<i>Type 5</i>				D
<i>Type 6</i>				D
<i>Type 7</i>				D
PROJECT MANAGER	<i>I</i>	-	<i>I</i>	<i>I</i>
<i>Type 1</i>	D		D	D
<i>Type 2</i>	D		D	D
<i>Type 3</i>	D		D	D
<i>Type 4</i>	D		D	D
<i>Type 5</i>	D		E	D
<i>Type 6</i>	D		D	D
<i>Type 7</i>	B		B	D
SITE MANAGER	<i>I</i>	<i>I</i>	<i>I</i>	<i>I</i>
<i>Type 1</i>	A	A	A	A
<i>Type 2</i>	D	D	D	A
<i>Type 3</i>	D	D	D	D
<i>Type 4</i>	D	D	D	D
<i>Type 5</i>	E	E	D	D
<i>Type 6</i>	D	D	D	D
<i>Type 7</i>	B	E	A	D
SUPERVISOR	3	4	6	4
<i>Type 1</i>	A/D/A	A/D/A/D	D/D/D/A/D/D	A/E/A/A
<i>Type 2</i>	D/D/D	D/D/D/D	D/D/D/D/D/D	D/E/D/E
<i>Type 3</i>	D/D/D	D/D/D/D	D/D/D/D/D/D	A/E/D/D
<i>Type 4</i>	D/D/D	D/D/D/D	D/D/D/D/D/D	D/E/E/E
<i>Type 5</i>	E/D/D	D/D/D/D	E/E/D/D/D/D	D/E/D/D
<i>Type 6</i>	D/D/D	D/D/D/D	D/D/D/D/D/D	D/E/D/D
<i>Type 7</i>	E/D/D	D/E/E/D	E/B/B/D/E/D	D/E/D/E
ENGINEER	-	<i>I</i>	-	3
<i>Type 1</i>		D		D/D/D
<i>Type 2</i>		D		D/D/D
<i>Type 3</i>		D		E/D/D
<i>Type 4</i>		D		E/D/E
<i>Type 5</i>		D		D/D/D
<i>Type 6</i>		D		D/D/E
<i>Type 7</i>		E		E/D/E

	RTC (5)	HAKA (6)	ARGON (8)	TOA (12)
QUALITY CONTROL MANAGER	-	-	-	<i>I</i>
<i>Type 1</i>				A
<i>Type 2</i>				D
<i>Type 3</i>				E
<i>Type 4</i>				B
<i>Type 5</i>				E
<i>Type 6</i>				A
<i>Type 7</i>				D
DESIGN ENGINEER	-	-	-	<i>I</i>
<i>Type 1</i>				D
<i>Type 2</i>				D
<i>Type 3</i>				E
<i>Type 4</i>				D
<i>Type 5</i>				D
<i>Type 6</i>				D
<i>Type 7</i>				D

PERCENTAGE ANALYSIS

		SMALL	NON-SMALL	TOT	%	
CONFLICT TYPE 1	FORCE	A	10	13	23	<i>35.38462</i>
	SMOOTHING	B	1	-	1	<i>1.538462</i>
	WITHDRAWAL	C	0	-	0	<i>0</i>
	COMPROMISE	D	20	17	37	<i>56.92308</i>
	PROBLEM SOLVING	E	3	1	4	<i>6.153846</i>
				<i>34</i>	<i>31</i>	<i>65</i>

		SMALL	NON-SMALL	TOT	%	
CONFLICT TYPE 2	FORCE	A	1	1	2	<i>3.076923</i>
	SMOOTHING	B	2	-	2	<i>3.076923</i>
	WITHDRAWAL	C	0	-	0	<i>0</i>
	COMPROMISE	D	27	28	55	<i>84.61538</i>
	PROBLEM SOLVING	E	4	2	6	<i>9.230769</i>
				<i>34</i>	<i>31</i>	<i>65</i>

		SMALL	NON-SMALL	TOT	%	
CONFLICT TYPE 3	FORCE	A	3	1	4	<i>6.153846</i>
	SMOOTHING	B	1	-	1	<i>1.538462</i>
	WITHDRAWAL	C	0	-	0	<i>0</i>
	COMPROMISE	D	26	26	52	<i>80</i>
	PROBLEM SOLVING	E	4	4	8	<i>12.30769</i>
				<i>34</i>	<i>31</i>	<i>65</i>

		SMALL	NON-SMALL	TOT	%	
CONFLICT TYPE 4	FORCE	A	0	-	0	<i>0</i>
	SMOOTHING	B	3	1	4	<i>6.153846</i>
	WITHDRAWAL	C	0	-	0	<i>0</i>
	COMPROMISE	D	24	24	48	<i>73.84615</i>
	PROBLEM SOLVING	E	7	6	13	<i>20</i>
				<i>34</i>	<i>31</i>	<i>65</i>

		SMALL	NON-SMALL	TOT	%	
CONFLICT TYPE 5	FORCE	A	0	-	0	<i>0</i>
	SMOOTHING	B	2	-	2	<i>3.076923</i>
	WITHDRAWAL	C	0	-	0	<i>0</i>
	COMPROMISE	D	15	23	38	<i>58.46154</i>
	PROBLEM SOLVING	E	17	8	25	<i>38.46154</i>
				<i>34</i>	<i>31</i>	<i>65</i>

		SMALL	NON-SMALL	TOT	%	
CONFLICT TYPE 6	FORCE	A	1	1	2	<i>3.076923</i>
	SMOOTHING	B	1	-	1	<i>1.538462</i>
	WITHDRAWAL	C	0	-	0	<i>0</i>
	COMPROMISE	D	26	28	54	<i>83.07692</i>
	PROBLEM SOLVING	E	6	2	8	<i>12.30769</i>
			<i>34</i>	<i>31</i>	<i>65</i>	<i>100</i>

		SMALL	NON-SMALL	TOT	%	
CONFLICT TYPE 7	FORCE	A	0	1	1	<i>1.538462</i>
	SMOOTHING	B	14	5	19	<i>29.23077</i>
	WITHDRAWAL	C	0	-	0	<i>0</i>
	COMPROMISE	D	9	14	23	<i>35.38462</i>
	PROBLEM SOLVING	E	11	11	22	<i>33.84615</i>
			<i>34</i>	<i>31</i>	<i>65</i>	<i>100</i>

IV. COMPARISON CAUSES OF INTERNAL CONFLICT BETWEEN SMALL AND NON-SMALL CONTRACTOR

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
C.1	1	34	1.8971	.54744	.09388	1.7060	2.0881	1.00	3.00
	2	31	1.9194	.44901	.08065	1.7547	2.0841	1.00	3.00
	Total	65	1.9077	.49916	.06191	1.7840	2.0314	1.00	3.00
C.2	1	34	2.1569	.35042	.06010	2.0346	2.2791	1.00	3.00
	2	31	2.1505	.35317	.06343	2.0210	2.2801	1.00	3.00
	Total	65	2.1538	.34899	.04329	2.0674	2.2403	1.00	3.00
C.3	1	34	2.0210	.32449	.05565	1.9078	2.1342	1.43	2.71
	2	31	2.0046	.40988	.07362	1.8543	2.1550	1.29	3.57
	Total	65	2.0132	.36485	.04525	1.9228	2.1036	1.29	3.57
C.4	1	34	2.2206	.44281	.07594	2.0661	2.3751	1.50	3.00
	2	31	2.0242	.43472	.07808	1.8647	2.1836	1.25	3.50
	Total	65	2.1269	.44661	.05539	2.0163	2.2376	1.25	3.50
C.5	1	34	2.2059	.47860	.08208	2.0389	2.3729	1.00	3.50
	2	31	2.0161	.61215	.10995	1.7916	2.2407	1.00	4.00
	Total	65	2.1154	.55035	.06826	1.9790	2.2518	1.00	4.00
C.6	1	34	2.0490	.39468	.06769	1.9113	2.1867	1.00	2.67
	2	31	2.0215	.40309	.07240	1.8736	2.1694	1.00	3.00
	Total	65	2.0359	.39582	.04910	1.9378	2.1340	1.00	3.00
C.7	1	34	2.1412	.34999	.06002	2.0191	2.2633	1.40	3.00
	2	31	2.0581	.34715	.06235	1.9307	2.1854	1.40	3.40
	Total	65	2.1015	.34843	.04322	2.0152	2.1879	1.40	3.40

Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
C.1	2.138	1	63	.149
C.2	.000	1	63	.983
C.3	.058	1	63	.810
C.4	1.182	1	63	.281
C.5	1.166	1	63	.284
C.6	.526	1	63	.471
C.7	.510	1	63	.478

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
C.1	Between Groups	.008	1	.008	.032	.859
	Within Groups	15.938	63	.253		
	Total	15.946	64			
C.2	Between Groups	.001	1	.001	.005	.943
	Within Groups	7.794	63	.124		
	Total	7.795	64			
C.3	Between Groups	.004	1	.004	.032	.858
	Within Groups	8.515	63	.135		
	Total	8.519	64			
C.4	Between Groups	.625	1	.625	3.246	.076
	Within Groups	12.140	63	.193		
	Total	12.765	64			
C.5	Between Groups	.584	1	.584	1.956	.167
	Within Groups	18.801	63	.298		
	Total	19.385	64			
C.6	Between Groups	.012	1	.012	.077	.782
	Within Groups	10.015	63	.159		
	Total	10.027	64			
C.7	Between Groups	.112	1	.112	.921	.341
	Within Groups	7.658	63	.122		
	Total	7.770	64			