

The Effect of Conflict Management and Interpersonal Communication on SPPG Employee Performance with Social Support as a Moderating Variable

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ABSTRACT

This study examines the effect of conflict management and interpersonal communication on SPPG employee performance, and tests the moderating role of social support. The sample consisted of 115 SPPG employees across the districts of Kebumen and Cilacap, selected using purposive sampling. The instruments were adapted from the Thomas–Kilmann Conflict Mode Instrument (TKI) for conflict management, a Communication Competence Scale for interpersonal communication, a Workplace Social Support Scale for social support, and Koopmans et al.'s Individual Work Performance Questionnaire (IWPQ) for employee performance. The data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The findings show that conflict management has a positive and significant effect on employee performance, interpersonal communication has a positive and significant effect on employee performance, social support has a positive and significant effect on employee performance, and social support significantly moderates the effect of conflict management on performance, but does not moderate the effect of interpersonal communication on performance. Managerially, SPPG management should strengthen collaborative conflict-handling styles and build a sustainable workplace social support network to sustain cross-functional performance.

INTRODUCTION

One of Indonesia's human resource development priorities is the Free Nutritional Meal Program (MBG), which targets vulnerable groups, including students, pregnant women, and toddlers. This program is implemented through the Nutrition Fulfillment Service Unit (SPPG), which serves as an operational kitchen that manages the daily production of hundreds to thousands of food portions in each unit. SPPG production activities have unique characteristics: high daily target burdens, tight distribution deadlines, non-negotiable hygiene and sanitation standards, and the need for cross-functional coordination between nutrition,

kitchen, distribution, administration, and sanitation personnel (Saepuloh & Hilmi, 2026; Sandika & Waseu, 2026). This intensive coordination has the potential to trigger role conflicts and communication barriers that, if not handled constructively, will directly impact employee performance. (Maryani & Gazali, 2024; Sigursteinsdottir & Karlsdottir, 2022).

Managerial issues frequently encountered in the SPPG environment include three main issues. First, differences in priorities between functions, for example, between nutritionists who focus on nutritional composition and chefs who focus on cooking time, can trigger task conflicts. Second, differences in communication styles across generations, education levels, and employment status lead to miscommunication and ambiguous feedback. Third, the proportion of employees who are predominantly volunteers with less than one year of service means that their work experience together is relatively short, so a strong climate of social support has not yet developed. These conditions pose a unique managerial challenge for SPPG and are still limited in the empirical literature.

This issue aligns with previous research showing that conflict management and interpersonal communication have a positive relationship with employee performance across various sectors (Al-Kabbani & Dalati, 2024; Prasajo & Maldin, 2025; Safutra et al., 2025; Sukmana et al., 2025). A collaborative style of conflict management has been shown to improve individual performance by encouraging openness, mutual trust, and creativity (Safutra et al., 2025). Effective interpersonal communication, characterized by clarity of message, empathy, assertiveness, and constructive feedback, has consistently been a prerequisite for healthy cross-functional coordination (Prasajo & Maldin, 2025). In the culinary and service industries, which emphasize intensive interaction, the combination of positive communication and appropriate conflict management strategies improves employee performance, job satisfaction, and loyalty (Prasajo & Maldin, 2025).

Although the direct influence of conflict management and interpersonal communication on performance is well documented, the role of social support as a moderating variable remains inconsistent. Some studies find that social support strengthens the relationship between work stressors and performance (Prasad et al., 2024; Wulantika et al., 2023), while others find that social support does not moderate the effect of organizational communication on performance when mediated by work stress (Rudianto & Murniati, 2019). These differing findings suggest the need for further contextual exploration, including in the understudied context of SPPG.

Empirical studies on conflict management and interpersonal communication in SPPG/MBG environments are still very limited. Existing research generally focuses on SPPG financial management (Haryati & Akbar, 2025), volunteer oversight (Sandika & Waseu, 2026), and policies on appointing SPPG employees to PPPK (Lusida & Tuarita, 2025), or analysis of SPPG as an instrument for local economic empowerment (Saepuloh & Hilmi, 2026). No studies have yet examined how conflict management behavior and interpersonal

communication quality relate to employee performance across SPPG functions with social support as a moderating variable.

The objectives of this study are to: (1) test the influence of conflict management on the performance of SPPG employees; (2) test the influence of interpersonal communication on the performance of SPPG employees; (3) test the influence of social support on the performance of SPPG employees; (4) test the role of social support as a moderator in the influence of conflict management on performance; and (5) test the role of social support as a moderator in the influence of interpersonal communication on performance. By answering these five objectives, this study is expected to provide theoretical contributions in the form of empirical testing of the moderation model in a new context (SPPG/MBG) and practical contributions in the form of recommendations for improving performance based on collaboration and social support for SPPG management.

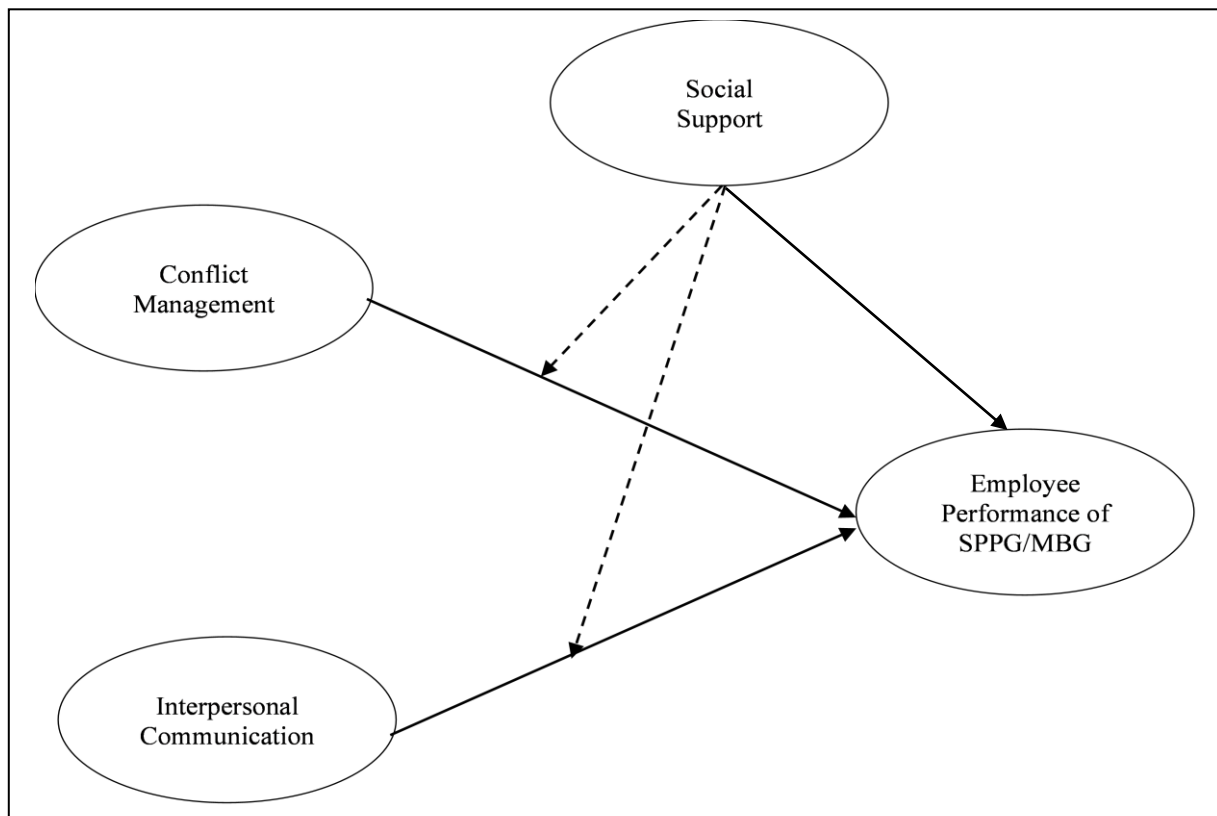


Figure 1 Research Model

- H1. Conflict management has a positive effect on the performance of SPPG employees.
- H2. Interpersonal communication has a positive effect on the performance of SPPG employees.
- H3. Social support has a positive effect on the performance of SPPG employees.
- H4. Social support moderates the influence of conflict management on the performance of SPPG employees.

H5. Social support moderates the influence of interpersonal communication on the performance of SPPG employees.

RESEARCH METHODS

This study used a quantitative approach with a cross-sectional design based on a questionnaire survey. The study population was all SPPG employees in Kebumen and Cilacap Regencies who were selected purposively because both were the initial implementation areas of the MBG Program with diverse demographic characteristics and included kitchen, distribution, administration, nutrition, and sanitation functions. The study sample consisted of 115 employees taken using a purposive sampling technique with the following inclusion criteria: (a) active SPPG employees for at least three months; (b) working across functions (kitchen, distribution, administration, nutrition, sanitation, supervision, and logistics); and (c) willing to be respondents voluntarily.

The research instrument adapted the Thomas–Kilmann Conflict Mode Instrument (TKI) for conflict management variables (Thomas & Kilmann, 2008), the Communication Competence Scale for interpersonal communication, the Workplace Social Support Scale for social support (House, 1985; Sigursteinsdottir & Karlsdottir, 2022), and the Individual Work Performance Questionnaire (IWPQ) from Koopmans et al., (2014) which has been validated in the Indonesian context by (Widyastuti et al., 2024). All items are measured using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). Data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with a product-indicator approach to test the interaction between social support and independent variables. PLS-SEM was chosen because it is suitable for models with moderating variables and medium–small sample sizes. Testing was conducted in two stages: outer model (convergent validity, discriminant validity, reliability) and inner model (R^2 , Q^2 , and path coefficient significance with bootstrapping).

RESULTS AND DISCUSSION

Results

Respondent Identity

Respondent characteristics are an important part of this study because they provide a picture of the profile of SPPG employees who are the research subjects, while also strengthening the empirical context in analyzing the influence of conflict management and interpersonal communication on employee performance with social support as a moderating variable. The identity of respondents in this study is described based on SPPG location, gender, age, highest education, employment status, field/work unit, length of service, and work system.

Based on Table 1, it is known that the characteristics of respondents indicate a dominance of the workforce in the productive age group, especially the 20–29 year group (28.7%), 40–49 year group (27.0%), and 30–39 year group (23.5%), with a relatively

balanced gender composition (49.6% male and 50.4% female). This condition indicates that the SPPG work environment is supported by human resources who are in the active work phase, so that it has the potential to have high interaction dynamics. In addition, the majority of high school/vocational school/equivalent education (64.3%) indicates that the work places more emphasis on operational and technical skills, so that work effectiveness is highly dependent on coordination and clear communication between employees.

Table 1 Respondent identity

Respondent Identity		Frequency	Percentage
SPPG Location	Cilacap	38	33.0
	Kebumen	77	67.0
	Total	115	100.0
Gender	Man	57	49.6
	Woman	58	50.4
	Total	115	100.0
Age	< 20 years	18	15.7
	20–29 years	33	28.7
	30–39 years	27	23.5
	40–49 years	31	27.0
	≥ 50 years	6	5.2
	Total	115	100.0
Last education	Elementary school/equivalent	12	10.4
	High school/vocational school/equivalent	74	64.3
	Junior high school/equivalent	21	18.3
	Diploma	2	1.7
	S1	6	5.2
	Total	115	100.0
Employee Status	Contract employees	9	7.8
	Permanent employee	1	.9
	Volunteers	101	87.8
	Other	4	3.5
	Total	115	100.0
Field/Work Unit	Administration / Accounting	1	0.9
	Kitchen / Cooking	44	38.3
	Distribution / Logistics	10	8.7
	Nutrition	2	1.7
	Warehouse / Inventory	5	4.3
	Cleanliness / Sanitation	10	8.7
	Supervision / Monitoring	1	0.9
	Other	42	36.5
	Total	115	100.0
Length of time working at SPPG	< 6 months	18	15.7
	6 - 12 months	94	81.7
	> 12 months	3	2.6
	Total	115	100.0
Work system	Non-Shift	22	19.1

Respondent Identity		Frequency	Percentage
	Shift	69	60.0
	Adapting to operational needs	24	20.9
	Total	115	100.0

Based on work status and experience, the majority of respondents were volunteers (87.8%) with a dominant work period of 6–12 months (81.7%), indicating that the organization is largely supported by a relatively new and flexible workforce. Furthermore, the dominance of the shift work system (60.0%) and the diverse distribution of work areas, particularly kitchen/cooking (38.3%) and other categories (36.5%), indicate high inter-unit interdependence in daily operations. This condition confirms that interpersonal communication, conflict management, and social support are key factors in maintaining the effectiveness and stability of employee performance in the SPPG environment.

Measurement Model/Outer Model Assessment

Evaluation of the outer model or measurement model is carried out to assess the outer loading, validity, and reliability of the indicators and constructs studied, which include convergent validity and discriminant validity (Hair et al., 2019). The assessment begins by looking at the outer loading value of each indicator, with a recommended value above 0.70, although values between 0.50–0.60 are still acceptable (Hair et al., 2019). Next, internal consistency reliability is assessed through composite reliability and Cronbach's alpha, with satisfactory values being in the range of 0.70–0.90 (Hair et al., 2019; Jöreskog, 1971). Convergent validity is then evaluated using Average Variance Extracted (AVE), which indicates the construct's ability to explain the variance of its indicators. An AVE value ≥ 0.50 is considered to meet the criteria, because it indicates that the construct is able to explain at least 50% of the indicator's variance (Hair et al., 2019).

Discriminant validity indicates the extent to which a construct differs empirically from other constructs in a structural model (Hair et al., 2019). Its assessment can be done through the Fornell-Larcker approach, namely by comparing the square root of the AVE of each construct with the correlation between constructs, where the square root of the AVE must be greater than the correlation with other constructs (Fornell & Larcker, 1981; Hair et al., 2019). In addition, discriminant validity can be assessed using the Heterotrait-Monotrait ratio (HTMT), which compares the average correlation between items in different constructs with the correlation between items in the same construct (Henseler et al., 2015; Voorhees et al., 2016). The recommended HTMT value is <0.85 or <0.90 .

The analysis results for outer loading, composite reliability, Cronbach alpha, and AVE are shown in Table 2.

Table 2. Summary of output measurement model (Outer loading, Composite Reliability, Cronbach Alpha, AVE)

Variables	Item Code	Outer Loading	Composite Reliability	Cronbach Alpha	AVE
Conflict Management	CM1	0.863	0.893	0.883	0.682
	CM2	0.878			
	CM3	0.786			
	CM4	0.761			
	CM5	0.834			
Interpersonal Communication	IC1	0.869	0.926	0.924	0.767
	IC2	0.887			
	IC3	0.877			
	IC4	0.840			
	IC5	0.905			
Social Support	SS1	0.838	0.921	0.919	0.713
	SS2	0.813			
	SS3	0.900			
	SS4	0.885			
	SS5	0.851			
	SS6	0.773			
Employee performance	EP1	0.882	0.942	0.933	0.681
	EP2	0.795			
	EP3	0.850			
	EP4	0.844			
	EP5	0.887			
	EP6	0.852			
	EP7	0.747			
	EP8	0.731			

Based on Table 2, all indicators in the conflict management, interpersonal communication, social support, and employee performance variables have *outer loading values* above 0.70. These results indicate that all indicators are able to reflect the constructs being measured well, so that no indicators need to be eliminated. In terms of reliability, all constructs also show excellent internal consistency. All composite reliability and Cronbach's alpha values for each variable of conflict management, interpersonal communication, social support, and employee performance are above the minimum limit of 0.70, so the research instrument is declared reliable and has adequate internal consistency. The analysis results in Table 2 also show that all constructs have AVE values above 0.50, namely conflict management at 0.682, interpersonal communication at 0.767, social support at 0.713, and employee performance at 0.681. These values indicate that each construct is able to explain more than 50% of the variance in its indicators, so all variables meet the criteria for convergent validity.

After convergent validity and reliability are met, testing is continued with discriminant validity to ensure that each construct has unique characteristics and can be empirically

distinguished from other constructs. Testing is conducted using *the Fornell-Larcker Criterion* by comparing the square root of the AVE value of each construct with the correlation between constructs. A construct is declared to meet discriminant validity if the square root of the AVE value is greater than its correlation with other constructs. The test results based on *the Fornell-Larcker Criterion* are presented in Table 3.

Table 3 Results of discriminant validity analysis using the Fornell Larcker Criterion approach

Variables	Social Support	Employee performance	Interpersonal Communication	Conflict Management
Social Support	<u>0.844</u>			
Employee performance	0.664	<u>0.825</u>		
Interpersonal Communication	0.702	0.662	<u>0.876</u>	
Conflict Management	0.696	0.683	0.729	<u>0.826</u>

The comparison results in Table 3 show that all AVE square root values are greater than the correlations between the constructs concerned. Thus, social support (0.844), employee performance (0.825), interpersonal communication (0.876), and conflict management (0.826) have higher AVE square root values compared to their correlations with other constructs. These findings indicate that each construct has sufficient uniqueness and does not experience excessive measurement overlap, so that all constructs meet the discriminant validity criteria based on the Fornell-Larcker Criterion and can be empirically distinguished from one another.

In addition to the Fornell-Larcker Criterion, discriminant validity was also evaluated using the Heterotrait-Monotrait Ratio (HTMT) approach, which is considered more sensitive in detecting discriminant validity issues and is increasingly recommended in SEM-PLS analysis. Discriminant validity is declared fulfilled if the HTMT value between constructs is below 0.85 or 0.90. Therefore, the HTMT results in Table 4 are used to strengthen the conclusion that the constructs of conflict management, interpersonal communication, social support, and employee performance have adequate empirical differences. (Hair et al., 2019; Henseler et al., 2015).

Table 4 Results of discriminant validity analysis using the HTMT ratio approach

Correlation between Constructs	Heterotrait-monotrait ratio (HTMT)
Employee Performance <-> Social Support	0.702
Interpersonal Communication <-> Social Support	0.762
Interpersonal Communication <-> Employee Performance	0.704
Conflict Management <-> Social Support	0.771
Conflict Management <-> Employee Performance	0.733
Conflict Management <-> Interpersonal Communication	0.800

Based on Table 4, all HTMT values between constructs are below the recommended threshold of 0.85 or 0.90. This indicates that there is no excessive construct overlap, allowing

for empirical differentiation of conflict management, interpersonal communication, social support, and employee performance. Thus, the HTMT test results reinforce the Fornell-Larcker Criterion finding that all constructs in the model meet discriminant validity criteria.

Structural Model/Inner Model Assessment

A structural model assessment was conducted to evaluate the quality of the relationship between constructs through statistical collinearity, coefficient of determination (R^2), Construct Crossvalidated Redundancy (Q^2), and the significance and relevance of path coefficients. Statistical collinearity was used to ensure there was no multicollinearity in the model, which was measured through the Variance Inflation Factor (VIF). A high VIF value indicates a correlation between predictors that can interfere with the interpretation of the relationship between variables. According to Hair et al., (2019), a VIF value <5 indicates no collinearity problem to worry about, while a value >5 requires attention.

The coefficient of determination (R^2) is used to assess the ability of exogenous variables to explain endogenous variables, with higher values indicating better explanatory ability of the model. Hair et al., (2019) provides guidelines that R^2 values of 0.75, 0.50, and 0.25 indicate substantial, moderate, and weak levels of explanation, respectively. Furthermore, Construct Crossvalidated Redundancy (Q^2), obtained through the Blindfolding procedure in SmartPLS, is used to assess the predictive relevance or predictive ability of the model. A Q^2 value >0 indicates predictive relevance, with values of 0.25 and 0.50 indicating moderate and substantial predictive relevance, respectively (Hair et al., 2019). The next stage is to assess the statistical significance and relevance of the path coefficients to determine the direction, strength, and significance of the relationship between constructs as a basis for testing the research hypothesis.

The results of the statistical collinearity analysis are presented in Table 5.

Table 5. Colinearity statistical results

Variable Relationship	VIF
Social Support	2,322
Interpersonal Communication	2,641
Conflict Management	2,545
Social Support x Interpersonal Communication	6,176
Social Support x Conflict Management	6,025

Based on Table 5, the main variables in the model do not exhibit significant multicollinearity issues because the VIF values are still at acceptable levels. Meanwhile, the VIF values for the moderating interaction variables are relatively higher, which is a common condition in moderation models because the formation of interaction variables tends to increase collinearity with their constituent constructs. The results of the analysis of the coefficient of determination and construct cross-validated redundancy can be seen in Table 6.

Table 6 Results of the coefficient of determination (R^2) and Construct Crossvalidated Redundancy (Q^2)

Variables	R Square	Q Square
Performance	0.624	0.407

Based on Table 6, the employee performance variable has an R^2 value of 0.624 and a Q^2 of 0.407. The R^2 value indicates that 62.4% of the variation in employee performance can be explained by conflict management, interpersonal communication, social support, and their moderating interactions, while 37.6% is explained by other factors outside the model. These values indicate the model's fairly strong explanatory power, which is in the moderate to substantial category. Meanwhile, a Q^2 value greater than zero and above 0.25 indicates that the model has good predictive relevance, so the model is not only able to explain the relationship between variables but also has adequate predictive power regarding SPPG employee performance.

After the measurement and structural models are declared feasible, the next stage is hypothesis testing to determine the significance of the direct influence between variables and the role of social support as a moderating variable in the relationship between conflict management and interpersonal communication on employee performance. Hypothesis decisions are based on path coefficients, t-statistics, and p-values, with the relationship declared significant if the t-statistics exceed the critical value and p-values <0.05 . The results of the path coefficient significance and relevance tests are presented in Table 7 and Figure 2 .

Table 7 Hypothesis testing of direct and moderation effects

Relationship between variables	β	t.Dev	T Statistics	P Values	Hypothesis Conclusion
Direct Influence					
Conflict Management -> Employee Performance	0.375	0.129	2,899	0.004	H1 Accepted
Interpersonal Communication -> Employee Performance	0.307	0.134	2,300	0.021	H2 Accepted
Social Support -> Employee Performance	0.273	0.131	2,080	0.038	H3 Accepted
Moderation Influence					
Social Support x Conflict Management -> Employee Performance	0.246	0.114	2,167	0.030	H4 Accepted
Social Support x Interpersonal Communication -> Employee Performance	-0.103	0.106	0.975	0.329	H5 Rejected

Based on Table 7, the test results show that conflict management has a positive and significant effect on employee performance with a path coefficient (β) of 0.375, a t-statistic of 2.899, and a p-value of 0.004. These results indicate that the better the conflict management in the SPPG work environment, the higher the employee performance. Thus, the first hypothesis (H1) which states that conflict management affects employee performance is accepted. Furthermore, interpersonal communication is also proven to have a positive and

significant effect on employee performance, with a β value of 0.307, a t-statistic of 2.300, and a p-value of 0.021. These findings indicate that better, clearer, more empathetic, and more effective interpersonal communication will encourage increased SPPG employee performance. Therefore, the second hypothesis (H2) which states that interpersonal communication affects employee performance is accepted.

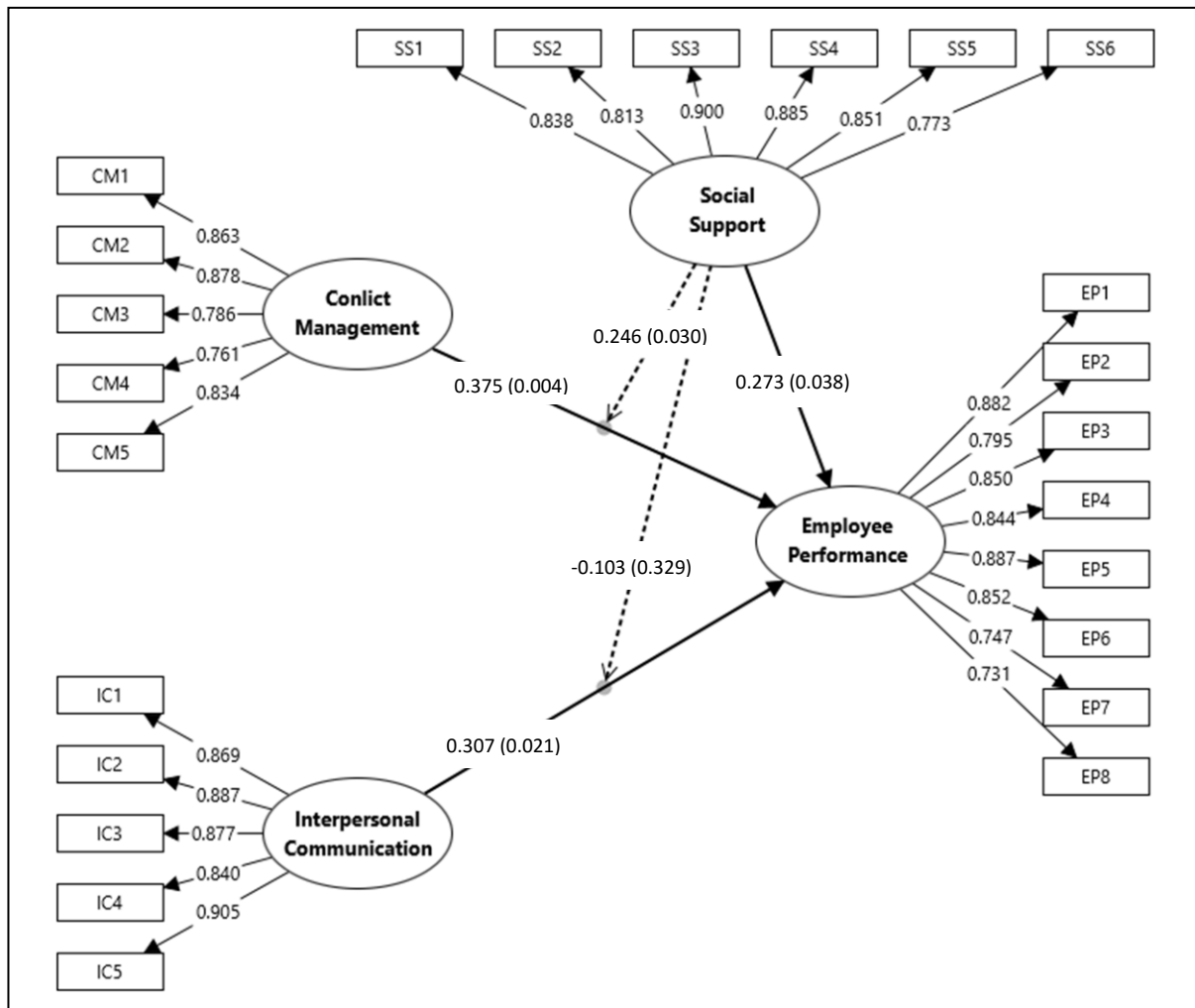


Figure 2 Research hypothesis testing in the form of a research model

The test results also show that social support has a positive and significant effect on employee performance, with a β value of 0.273, a t-statistic of 2.080, and a p-value of 0.038. This means that the higher the social support received by employees, both from superiors and coworkers, the better the performance they can demonstrate. Thus, the third hypothesis (H3) which states that social support influences employee performance is accepted. In testing the moderation effect, it was found that social support was proven to moderate the influence of conflict management on employee performance. This is indicated by a β value of 0.246, a t-statistic of 2.167, and a p-value of 0.030. A positive coefficient indicates that the presence of

social support strengthens the influence of conflict management on employee performance. In other words, when employees receive good social support, conflict management will have a more positive impact on improving performance. Therefore, the fourth hypothesis (H4) is accepted.

However, different results were found in the moderating relationship between social support and interpersonal communication on employee performance. The coefficient value of the interaction path of social support x interpersonal communication was -0.103, with a t-statistic of 0.975 and a p-value of 0.329. P-values greater than 0.05 indicate that the moderating effect is not significant. Thus, social support is not proven to moderate the influence of interpersonal communication on employee performance. The fifth hypothesis (H5) stating that there is a moderating effect on the relationship is rejected. The results in Table 7 show that the three direct influences in the model, namely conflict management, interpersonal communication, and social support, all have a positive and significant effect on employee performance. In addition, social support is only proven to act as a moderator in the relationship between conflict management and employee performance, but not in the relationship between interpersonal communication and employee performance. This finding confirms that in the SPPG work context, social support functions more as a reinforcement when employees face or manage conflict, rather than as a factor that strengthens the influence of interpersonal communication on performance.

An illustration of the role of emotional intelligence in moderating the relationship between work culture and commitment is depicted in Figure 3.

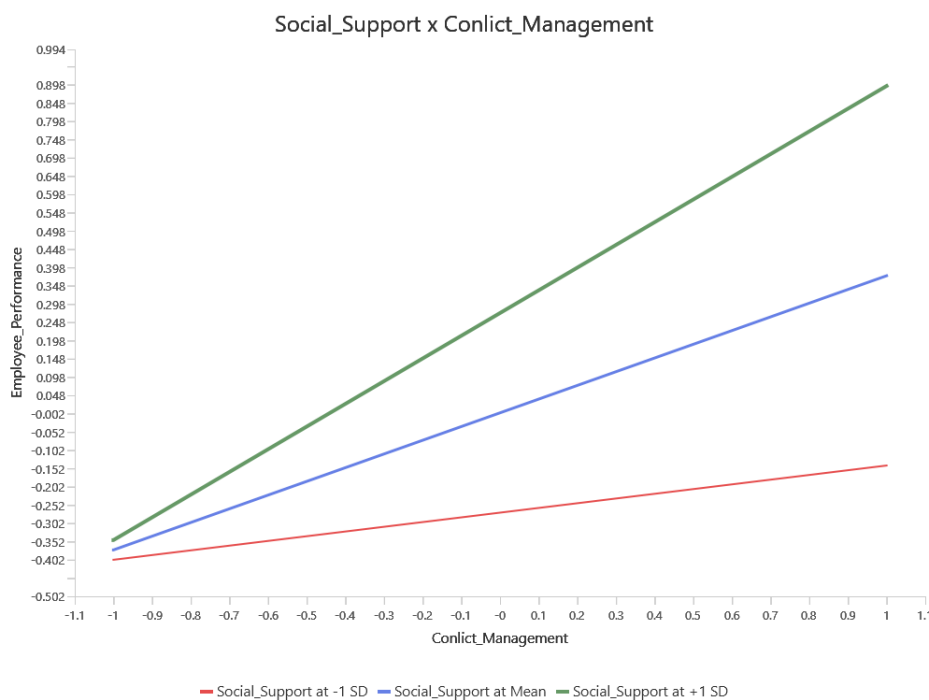


Figure 3 Slope analysis of the moderating role of social support in the relationship between conflict management and employee performance.

Based on Figure 3, it can be seen that social support moderates the relationship between conflict management and employee performance. At high levels of social support, the positive relationship between conflict management and employee performance appears stronger, as indicated by a steeper slope than at low levels of social support. This finding suggests that the higher the social support an employee receives, the greater the contribution of conflict management to improved performance. In other words, social support acts as a reinforcing factor that makes conflict management more effective in boosting employee performance. This means that when employees receive good social support from superiors and coworkers, their ability to manage conflict will more effectively translate into improved performance. Conversely, when social support is low, the positive effect of conflict management on performance remains, but its strength is not as strong as in conditions of high social support.

An illustration of the role of social support in moderating the relationship between interpersonal communication and employee performance is depicted in Figure 4.

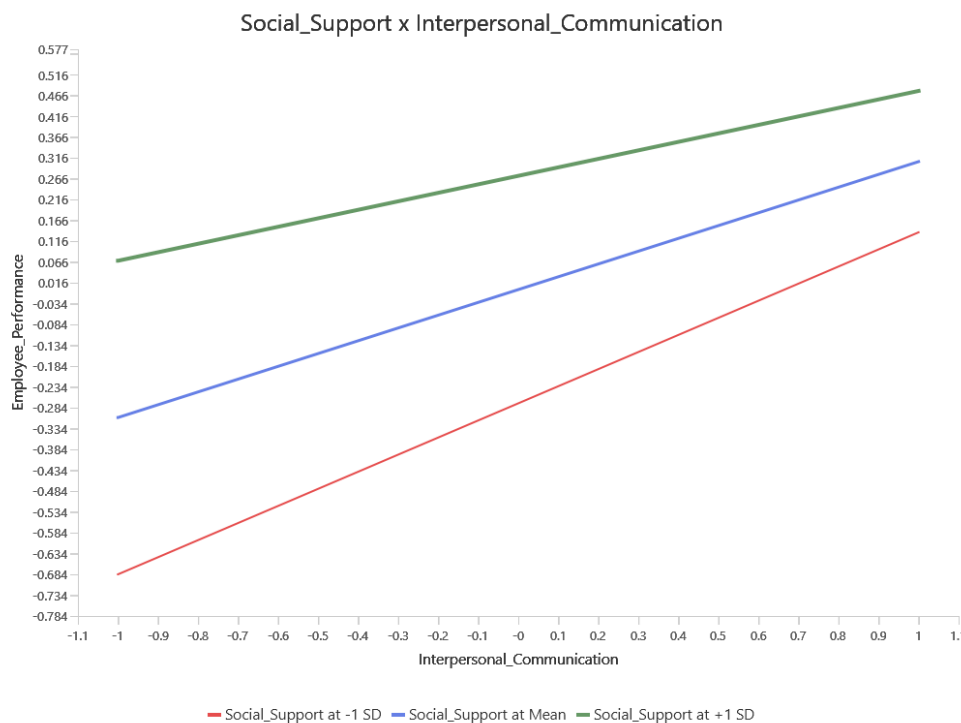


Figure 4 Slope analysis of the moderating role of social support in the relationship between interpersonal communication and employee performance.

Based on Figure 4, social support was not shown to moderate the relationship between interpersonal communication and employee performance. This is evident from the slope of the lines at high and low levels of social support, which showed no significant difference. Thus, the influence of interpersonal communication on employee performance tends to be direct and relatively consistent, without being significantly influenced by the level of social support. This finding indicates that interpersonal communication plays an important role in performance, but this role does not become significantly stronger or weaker due to variations

in social support. This means that, both under conditions of high and low social support, interpersonal communication remains related to performance in a relatively similar pattern. Thus, interpersonal communication is indeed important for performance, but the magnitude of this influence does not depend significantly on the level of social support.

Discussion

The results of the H1 test show that conflict management has a positive and significant effect on employee performance. The findings indicate that the better the conflict is managed through collaborative strategies, compromise, and constructive approaches, the higher the employee performance, while destructive management tends to decrease it. These results are consistent with Maryani & Gazali (2024) which states that constructive conflict strategies improve decision quality, reduce emotional distraction, and encourage innovation, as well Al-Kabbani & Dalati (2024) who found that collaborative styles most strongly enhance performance in time-pressured work environments. Managerially, these findings support Thomas–Kilmann-based conflict management training, particularly the development of collaborative and compromising styles for SPPG employees.

The results of H2 indicate that interpersonal communication has a positive and significant effect on employee performance. These findings indicate that message clarity, empathy, timeliness of feedback, and choice of communication channels contribute to improved performance. These results are in line with Prasojo & Maldin (2025) which shows that positive communication and conflict management strategies improve performance, satisfaction, and loyalty, and Safutra et al., (2025) which found that open communication supports conflict resolution and team performance. In the context of SPPG, communication is a crucial link between the nutrition, kitchen, distribution, and administrative functions, requiring daily briefings, cross-functional coordination, and assertive communication to minimize operational errors.

The results of H3 show that social support has a positive and significant effect on employee performance. This finding is in line with Sigursteinsdottir & Karlsdottir (2022) which shows that social support protects against burnout and decreased performance, as well as Prasad et al., (2024) which finds its role in strengthening performance amidst work stressors. Wulantika et al., (2023) also shows that social support can reduce burnout and improve performance. This relevance is further strengthened because the majority of respondents were volunteers with a work period of 6–12 months. Therefore, SPPG needs to provide mentoring, peer support groups, and open communication channels to strengthen emotional, instrumental, and informational support.

The results of H4 indicate that social support significantly moderates the effect of conflict management on performance. Social support strengthens the effectiveness of collaborative and compromise strategies because it helps reduce stress, insecurity, and fatigue resulting from conflict. This finding aligns with Elazzazy (2023) regarding the role of social support in reducing the impact of conflict on performance and Wulantika et al., (2023)

regarding reducing psychological burden and burnout. Slope analysis shows that the relationship between conflict management and performance is stronger when social support is high, so that social support functions as an amplifier. The implication is that conflict management training should be accompanied by mentoring, peer support, and strengthening internal communication, while also strengthening the relevance of the theory. House (1985) regarding the importance of social support for individual performance in public service organizations.

In contrast, H5 indicates that social support does not moderate the effect of interpersonal communication on performance. Interpersonal communication has a fairly effective direct influence and does not require reinforcement through social support, possibly because communication in SPPG is technical and structured and supported by an active informal communication network. This finding differs from Rudianto & Murniati (2019), but confirms that the moderating role of social support is contextual, more relevant to stressor-based relationships, as in H4, than to everyday communication processes. The slope analysis, which shows relatively parallel lines, also confirms the insignificance of the interaction. Thus, improving the quality of interpersonal communication can be implemented as a standalone strategy, while social support remains important for strengthening the influence of conflict management and other work contexts.

CONCLUSION AND SUGGESTIONS

This study shows that conflict management and interpersonal communication are factors that positively and significantly contribute to the performance of SPPG employees in Kebumen and Cilacap Regencies. Social support directly improves performance and acts as a moderating variable that strengthens the positive influence of conflict management on performance, but does not moderate the influence of interpersonal communication on performance. The tested model is able to explain 62.4% of the variance in employee performance, with moderate-strong predictive relevance. This finding confirms the relevance of the model. House (1985) And Koopmans et al., (2014) in the context of a public nutrition service organization and demonstrated that collaborative conflict management is strengthened by social support networks, while the quality of interpersonal communication makes a direct contribution that is independent of the level of social support.

For SPPG management, the results of this study suggest three priorities. First, investment in collaborative conflict management training (a Thomas–Kilmann conflict management workshop focusing on collaboration and compromise) should be a key investment, supported by the availability of a social support network. Second, the development of cross-functional mentoring programs needs to be strengthened to build social capital that supports cross-functional performance, especially for new volunteers. Third, improving the quality of interpersonal communication should be done in a structured manner through assertive communication training, daily briefings, and standardized feedback.

This study has several limitations. First, the cross-sectional design does not capture the dynamics of changes in social support and conflict behavior over time; a longitudinal study with three waves of measurement could clarify causality. Second, the sample is limited to two districts in southern Central Java; replication with a broader geographic scope is needed to test generalizability. Third, the measurement of social support does not explicitly distinguish between emotional, instrumental, informational, and appraisal support; further studies could examine the dimensions of social support that most effectively moderate the effects of conflict management.

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