

The Influence of Leadership and Conflict on Employee Performance

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Abstract

This research was conducted at PT Sonoco Indonesia, performance is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is influenced by factors including leadership and conflict. In this study, what will be discussed is the Influence of Leadership and Conlic on Employee Performance. The population of this study is employees of PT. Sonoco Indonesia, so that the total population in this study is 150 employees. The sampling method used in this study is probability sampling based on stratified random sampling, so that a sample of 57 employees was obtained. Based on the results of the study, it can be concluded that leadership has a positive influence on employee performance, the relationship of leadership strength and conflict on employee satisfaction of PT. Sonoco Indonesia Value $r = 0.822$ this shows that the relationship between the variables Leadership and (X1) Conflict(X2) and Y (Performance) is very strong and positive with a determination coefficient result of 0.663 or 66.3%. The results of regression analysis $Y = 4.546 + 0.847 X1 + 0.047 X2$ and F test Partial hypothesis with $t \text{ count} = 56.064 > F \text{ table} = 3.17$, then H_0 was rejected (H_a was accepted), meaning that there was a significant influence between leadership and conflict on performance Respondents' perception of performance (Y).

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1. Introduction

Human resources are one of the most important things in an organization, because humans are the only resources that are able to move other resources. Efforts to maintain quality human resources are the main step of an organization, in addition, of course, every company wants to have a workforce that has good quality. The word leader is usually very closely related to the manager. A leader can usually manage the resources that exist within the company. However, in carrying out an activity is of

course not easy, because when running it, of course, there will be obstacles and obstacles. One of the obstacles or obstacles that will be faced is the poor performance of human resources. This is usually caused by the relationship between the leader and the employee which causes employee dissatisfaction and work in the company. A person who has been appointed as a leader to lead his subordinates is the one who is responsible for the performance of his employees and a successful leader can be seen from the way his responsibility manages an organization well

A company leader must also be able to pay attention to the behavior and nature of his employees in carrying out daily activities in the world of work. This needs to be done to see their level of performance. Because each employee's abilities must be different, and surely this will affect their performance level.

Uniting all employees who have different visions and missions from each other in a company is not an easy task. A leader must be able to direct the vision and mission of individual employees to be fully utilized for the benefit of the company. This means that the company's vision and mission are more important than the vision and mission of individual employees who work in the company (M. A. Firdaus, 2012, pp. 43-44)

Differences in organizations often lead to incompatibilities that ultimately lead to conflicts. This is because something has happened to the organization in a company.

In relationships between groups, it is not always going well, there is a lot of possibility that conflicts will arise both between individuals and between groups. Conflicts are motivated by incompatibility or differences in terms of values, goals, status, and so on. Conflict is generally defined as a situation of competition where each part or group in an organization realizes that there is a mismatch in expectations between one person and another or group with another group. Intergroup conflict can be defined as a conflict between two or more individuals or groups that is the result of conflicts between workers while carrying out their duties or outside their duties. Intergroup conflict is not the only conflict in the organization that often arises, on the other hand interpersonal conflict is one of the underlying aspects and occurs more often in organizational life. Conflicts in organizations can occur in various reasons, for example, there is communication that does not go well, unclear structure or work and problems related to personality that are owned by each individual or different group. Conflicts that occur in an organization in general will have an influence on the work atmosphere, especially employee performance.

The performance of a person or group is influenced by external and internal factors. External factors include labor regulations, customer desires, competitors, social values, labor unions, economic conditions, changes in work locations and market conditions. The impermanent factors that affect employee performance consist of intelligence, skills, emotional stability, motivation, leadership, family condition, physical condition, and work group characteristics. Good performance can be seen from various sides. Therefore, performance appraisal is very necessary for companies

to find out the extent to which employees are able to play a role in the growth and development of the company.

2. Research Method

According to Sujarweni (2018:105), Samples are part of the overall population used for research.

The sampling technique used is nonprobability sampling, according to (Sugiyono, 2014, p. 84), which is a sampling technique that does not provide the same opportunity for each element or member of the population selected to be sampled. With the technique, namely purposive sampling. Sugiyono (Sugiyono, 2014, p. 85) stated that the purposive sampling technique is a technique for determining samples with certain considerations. To determine the number of samples to be studied, the researcher uses the Slovin Formula.

$$n = \frac{N}{1 + N (e)^2}$$

Source : (Sujarweni, 2018, p. 110)

Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples. Sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been determined (Sugiyono, 2017, p. 7). Quantitative methods are often also called traditional, positivistic, scientific and discovery methods. The quantitative method is called the traditional method, because this method has been used for a long time so that it has been traditionally used as a method for research. This method is called the positivistic method because it is based on the philosophy of positivism. This method is called a scientific method because this method has fulfilled the scientific principles, namely concrete, empirical, objective, measurable, rational and systematic. This method is also called the discovery method because with this method various new science and technology can be discovered and developed. This method is called the quantitative method because the research data is in the form of numbers and analysis using statistics.

3. Results

Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to research on certain populations or samples. Sampling techniques are generally carried out randomly, data collection using research instruments, data analysis is quantitative/statistical with the aim of testing the hypothesis that has been determined (Sugiyono, 2017, p. 7). Quantitative methods are often also called traditional, positivistic, scientific and discovery methods. The quantitative method is called the traditional method, because this method has been used for a long time so that it has been traditionally used as a method for research. This method is called the positivistic method because it is based on the philosophy of positivism. This method is called a scientific method because this method has fulfilled the scientific principles, namely concrete, empirical, objective, measurable, rational and systematic.

a. The Influence of Leadership Power on Performance

The relationship between Leadership strength and Performance at PT. Sonoco Indonesia Value $r = 0.821$ this shows that the relationship between the Leadership (X1) and Y (Performance) variables is Very Strong and positive with the result of a determination coefficient of 67.4 or (67.4%). The results of the regression analysis $Y = 4.497 + 0.885 X1$ and the t-test of the partial hypothesis with $t \text{ count} = 10.660 > t \text{ table} = 2.004$, then H_0 was rejected (H_a was accepted), meaning that there was a significant influence between Leadership on Performance.

b. The Effect of Conflict Power on Performance

The relationship between the power of conflict and the performance of PT. Sonoco Indonesia Value $r = 0.621$ This shows that the relationship between the Conflict (X2) and Y (Performance) variables is Strong and positive with the result of a determination coefficient of 38.6 or (38.6%). The results of regression analysis $Y = 16.408 + 0.603 X2$ and the partial hypothesis t test with $t \text{ calculation} = 5.878 > t \text{ table} = 0.2004$, then H_0 was rejected (H_a was accepted), meaning that there was a significant influence between Conflicts on Performance Respondents' Perception of Performance (Y)

c. The Influence of Leadership Power and Conflict on Performance

The Relationship of Leadership Strength and Conflict to Performance at PT. Sonoco Indonesia Value $r = 0.822$ This shows that the relationship between the variables Leadership and (X1) Conflict (X2) and Y (Performance) is very strong and positive with the result of a determination coefficient of 66.3 or 66.3%.

The results of the regression analysis $Y = 4.546 + 0.847 X1 + 0.047 X2$ and the F test of the partial hypothesis with $t \text{ calculation} = 56.064 > F \text{ table} = 3.17$, then H_0 was

rejected (H_a was accepted), meaning that there was a significant influence between leadership and conflict on the performance of the respondent's perception of performance (Y).

4. Discussion

The discussion presented an interpretation of the results in accordance with the research objectives and hypotheses (if any). The order of discussion is the same as the purpose of the research. The discussion of the results is argumentative regarding the relevance between the results, theories, previous research and the empirical facts found, and shows the novelty of the findings.

5. Conclusions and Suggestions

Conclusion

Testing the leadership power hypothesis (X1) on performance (Y) has a significant influence. The relationship between conflict (X2) and performance (Y) was strong and positive. The hypothesis test between leadership (X1) and conflict (X2) has a significant influence on employee performance (Y).

Suggestion

Based on the results of the research, it is recommended that PT. SONOCO Indonesia to increase value Leadership as in the results of the research that leadership is very influential and significant on the good or bad performance results of employees, so that it is hoped that in the future the company's employees can carry out activities and work better and more productively.

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