

## **THE INFLUENCE OF CONFLICT AND LEADERSHIP STYLE ON THE PERFORMANCE OF PT MARKETING EMPLOYEES. SAPTA SYNERGY SOURCINDO**

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**Abstract :** In companies, differences of opinion are often deliberately created as one of the strategies of company leaders to make changes in the company. Changes can be made by making or creating a conflict. This study aims to determine the influence of conflict and leadership style in Palembang city. The target of this study is to determine the effect of conflict and leadership style on the performance of employees of PT Sapta Sourcindo in Palembang city. The method that will be used in achieving the objectives of this research is the survey method. Researchers took samples using convenience sampling techniques. The sample criteria distributed were employees of PT. Sapta in Palembang city. Numbering 40 employees. Researchers will ask questions about the conflict and leadership style of PT. Sapta in Palembang city in the form of a questionnaire. The results of this study state that there is a positive and significant influence between conflict and leadership style on the performance of marketing employees at PT Sapta Sinergi Sourcindo in Palembang City.

**Keywords:** Conflict, Leadership Style, Employee Performance

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### **INTRODUCTION**

In companies, differences of opinion are often deliberately created as a strategy for company leaders to make changes to the company. Change can be done by creating or creating a conflict. However, conflict can also occur naturally because of objective conditions that can give rise to a conflict. Conflict can occur because the parties involved in the conflict have different opinions and goals. Conflict can also occur with the same goal but the parties involved in the conflict have different methods and ideas.

Conflict can occur in every organization, mainly conflict can occur due to differences of opinion or meaning caused by differences in experience. Differences in experience can be seen from the differences in cultural backgrounds that shape different individuals. (Shanto, 2019) A person will be influenced by the mindset and stance of the people in his group. Differences in culture and thought patterns will trigger conflict. (Rahman, 2021) explains that "conflict is a process that begins when a party has the perception that another party has negatively influenced something that is of concern or interest to the first party." Conflict is a relationship problem in interpersonal communication. If relationships in interpersonal communication are not going well then it is very likely that communication relationships on a larger scale will also not go well. (Rivaldo Y. , 2022)

In the current era of globalization, every company is required to be able to compete with other companies. In order to be competitive, a company must have good management. Good management can help a company to realize the company's goals of obtaining maximum profits. The success of management cannot be separated from the element of human resources as the most important asset in a company. Human resources are the main driver in implementing all company activities so they must be managed well. (Benua, 2019)

The leadership style of an organization is one of the internal environmental factors that clearly has an influence on the formulation of policies and determining the strategy of the

organization concerned. (Kurniawan, 2021) This is important to pay attention to because a leader in carrying out his duties pays attention to different forms of attitudes. Leadership style in the business world has a strong influence on the running of an organization and the survival of the organization. The leader's ability to mobilize and empower employees will influence performance. (Oscar, 2019) A leader is said to be unsuccessful if he cannot motivate, mobilize and satisfy employees in a particular job and environment. The leader's task is to encourage subordinates to have competence and opportunities to develop in anticipating every challenge and opportunity at work. Leader behavior has a significant impact on employee attitudes, behavior and performance. The effectiveness of a leader is influenced by the characteristics of his subordinates and is related to the communication process that occurs between the leader and subordinates. The failure of a leader is due to the leader being unable to mobilize and satisfy employees in a particular job and environment. (Jemma, 2019)

Performance is an important component for measuring the level of success achieved. In its activities, the company must be able to improve its performance from time to time. Good performance is able to show an increasing number of achievements and fulfills good quality work, is able to take actions that are able to support work optimally, has good self-confidence in completing work, is fully responsible for his duties and obligations. Apart from that, employees also have the ability to overcome problems at work so that they can increase the company's competitiveness well. This is in line with the theory of Mangkunegara (2020:75) who argues that "The quality and quantity of work results achieved by an employee in carrying out his duties is in accordance with the responsibilities given to him." The tendency of a leader to provide boundaries between the roles of the leader and subordinates in achieving goals, providing instructions for carrying out tasks (when, how, and what results will be achieved). (Wahyudi, 2022)

Based on the background of the problem above, the author is interested in conducting further research on research conducted by previous researchers, namely, (Wahyudi, 2022) and (Jemma, 2019) with the title "The influence of conflict and leadership style on the performance of employees of PT. Sapta Sinergi Sourcindo ."

## **METHOD**

This type of research is included in quantitative research methods. The type of data used in this research is primary data. The population involved in this research were all employees of PT. Sapta synergy sourcindo in the city of Palembang. The sample in this research was 44 respondents who will be used as data in this research. The data collection technique used in this research is the questionnaire method or what can also be called a questionnaire. The questionnaire was distributed online in the form of a Google form which was distributed through media such as WhatsApp, Telegram, and Instagram. For the purposes of quantitative research analysis, five alternative answers were given to respondents using scores, namely Strongly Agree (SS), Agree (S), Neutral ( N), Disagree (TS) and Strongly Disagree

### Variable Measurement Scale

For the purposes of quantitative research analysis, five alternative answers were given to respondents using scores, namely:

- a. Strongly Agree (SS): 5
- b. Agree (S): 4
- c. Neutral (N): 3
- d. Disagree (TS): 2
- e. Strongly Disagree (STS): 1

### Data analysis method

The data analysis model used is the multiple linear regression analysis method to determine the magnitude of the influence of conflict and leadership style on employee performance. The Multiple Linear Regression Analysis Model in research follows the following model:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \epsilon$$

#### Information :

Y: Employee Performance

A : Constant

B : Multiple Linear Coefficient

X1 : Conflict

X2: Leadership Style

€ : Error of terms

## RESEARCH RESULTS AND DISCUSSION

### Research result

#### Validity test

**Table 1. Validity Test Results**

Variable	Indicator	R count	R table	Result
<b>Conflict (X1)</b>	K1	0,836	0,2907	<b>VALID</b>
	K2	0,813	0,2907	<b>VALID</b>
	K3	0,774	0,2907	<b>VALID</b>
	K4	0,745	0,2907	<b>VALID</b>
	K5	0,702	0,2907	<b>VALID</b>
	K6	0,646	0,2907	<b>VALID</b>
	K7	0,689	0,2907	<b>VALID</b>
	K8	0,696	0,2907	<b>VALID</b>
	K9	0,578	0,2907	<b>VALID</b>
	K10	-0,256	0,2907	<b>NOT VALID</b>
	<b>TOTAL K</b>	<b>1</b>	<b>0,2907</b>	<b>VALID</b>
<b>LEADERSHIP STYLE (X2)</b>	GK1	0,631	0,2907	<b>VALID</b>
	GK2	0,437	0,2907	<b>VALID</b>
	GK3	0,547	0,2907	<b>VALID</b>
	GK4	0,635	0,2907	<b>VALID</b>
	GK5	0,640	0,2907	<b>VALID</b>
	GK6	0,725	0,2907	<b>VALID</b>

Variable	Indicator	R count	R table	Result
<b>PERFORMANCE (Y)</b>	GK7	0,341	0,2907	<b>VALID</b>
	GK8	0,566	0,2907	<b>VALID</b>
	GK9	0,601	0,2907	<b>VALID</b>
	GK10	-0,099	0,2907	<b>NOT VALID</b>
	GK11	0,623	0,2907	<b>VALID</b>
	GK12	0,670	0,2907	<b>VALID</b>
	TOTAL GK	1	0,2907	<b>VALID</b>
	KA1	0,687	0,2907	<b>VALID</b>
	KA2	0,669	0,2907	<b>VALID</b>
	KA3	0,804	0,2907	<b>VALID</b>
	KA4	0,730	0,2907	<b>VALID</b>
	KA5	0,236	0,2907	<b>VALID</b>
	KA6	0,569	0,2907	<b>VALID</b>
	KA7	0,753	0,2907	<b>VALID</b>
	KA8	0,656	0,2907	<b>VALID</b>
	TOTAL KA	1	0,2907	<b>VALID</b>

Source: Processed Primary Data, 2023

Based on the table above, it can be concluded that all statements are valid because the significance of each variable is  $<0.05$ , except for the K10 and GK10 data which are invalid, so the question indicators were excluded from this study.

### Reliability Test

**Table 2. Reliability Test Results**

Variable	Cronbach's Alpha Count	Cronbach's Alpha Standard	Results
<b>Conflict</b>	0,847	0,7	<b>Reliable</b>
<b>Leadership Style</b>	0,900	0,7	<b>Reliable</b>
<b>Performance</b>	0,865	0,7	<b>Reliable</b>

Source: Processed Primary Data, 2023

Based on table 2 above, it can be concluded that all statements are reliable due to the calculated Cronbach's alpha value  $> 0.7$  (Cronbach's alpha Standard)

### Classic assumption test Normality Test

**Table 3. Normality Test Results**

Unstandardized residual	
N	40
Monte Carlo. Sig. (2-tailed)	0,854

Source: Processed Primary Data, 2023

Based on the normality test in table 3, the significance value obtained is 0.854, where this value is greater than 0.05, meaning the data is normally distributed.

### Multicollinearity Test

**Table 4. Multicollinearity Test Results**

Variabel	Collinearity Statistics	
	Tolerance	VIF
Conflict	0,991	1,010
Leadership Style	0,991	1,010

Source: Processed Primary Data, 2023

Based on table 4, it can be said that this research has a good regression model and there is no correlation between the independent variables because the tolerance value is  $> 0.10$  and  $VIF < 10$ .

### Heteroscedasticity Test

**Table 5. Heteroscedasticity Test Results**

Variable	Sig.	Results
Conflict	0,225	Heteroscedasticity does not occur
Leadership Style	0,238	Heteroscedasticity does not occur

Source: Processed Primary Data, 2023

Based on the calculations in table 5, it can be concluded that the significance value of the Conflict and Leadership Style variables is more than 0.05, namely with values of 0.225 and 0.238, which means that heteroscedasticity does not occur.

### Multiple linear regression

**Table 6. Multiple Linear Regression Test Results**

Model	Coefficients				
	Unstandarized Coefficients	Standardized Coefficients	t		Sig.
	B	Std.Error	Beta		
(Constant)	12,687	4,518		2,808	0,008
Conflict	0,139	0,131	0,117	1,060	0,000
Leadership Style	0,889	0,132	0,744	6,725	0,000

Source: Processed Primary Data, 2023

Based on table 6, the following regression equation is obtained:

$$Y = 12.687 + 0.139X_1 + 0.889X_2 + e$$

The explanation of the multiple regression analysis equation is as follows:

1. A constant value of 12.687 means that if conflict and leadership style are equal to 0 (zero) then employee performance increases by 12.687.
2. The conflict regression coefficient value is 0.139, meaning that increasing conflict has an effect on employee performance. It can be concluded that each increase in conflict results in an increase of 0.139 in the employee performance variable.

3. The leadership style regression coefficient value is 0.889, meaning that increasing leadership style has an effect on employee performance. It can be concluded that each increase in leadership style results in an increase of 0.889 in employee performance variables.

### Hypothesis testing

#### Partial Test (T Test)

**Table 7. t Test Result**

Variabel	Beta	T	Sig
Conflict	0,117	1,060	0,000
Leadership Style	0,744	6,725	0,000

Source: Processed Primary Data, 2023

Based on table 7 above, it states that the t test results show that the Conflict variable has a positive effect on employee performance so that H1 is accepted. Meanwhile, the Leadership Style variable has a positive effect on employee performance. Where the significance value obtained for the Conflict variable is  $0.000 < 0.05$ , which states that the Conflict variable has a positive effect on Employee Performance, and the Leadership Style variable has a significance value of  $0.000 < 0.05$ , which states that the Leadership Style variable has a positive effect on Employee Performance.

#### Uji Simultan (Uji F)

**Tabel 8. Hasil Uji f**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1230,690	2	615,345	22,698	0,000
Residual	1003,085	37	27,110		
Total	2233,775	39			

Source: Processed Primary Data, 2023

Based on table 8, the results of the f test, the significance value is 0.000 and calculated  $f > f$  table, namely  $22.698 > 2.38$ . This means that there is a simultaneous influence between the Conflict and Leadership Style variables on Employee Performance.

#### Uji Koefisien Determinasi

**Tabel 9. Hasil Uji Koefisien Determinasi**

Model	R	R Square	Adjusted Square	R	Std. Error of The Estimate
1	0,742	0.551	0.572		5,206

Source: Processed Primary Data, 2023

Based on table 9, with an adjusted R Square value of 0.572 or 57.2%, it can be concluded that the Conflict and Leadership Style variables can explain the Employee Performance variable by 57.2%. The remaining 42.8% is explained by other variables outside this research.

## DISCUSSION

**The Effect of Conflict on PT Employee Performance. Sapta Sinergi Sourcindo in Palembang City**

Conflict (X1) has a negative and significant effect on the performance of PT employees. Sapta Sinergi Sourcindo in Palembang City. The conflict t count (X1) is 1.060 and the significance level is  $0.000 > 0.05$ . Thus, accepting  $H_0$ , rejecting  $H_a$ , there is a significant relationship between conflict (X1) and employee performance (Y). This shows that conflict relatively influences employee performance. This is in line with research proven by (Irfanudin, 2021) which states that work conflict has a negative effect on employee performance. Disputes are considered an indication that something is wrong in the organization, and that means the organization's rules are not being implemented. Conflict can occur in every organization, mainly conflict can occur due to differences of opinion or meaning caused by differences in experience. Differences in experience can be seen from the differences in cultural backgrounds that shape different individuals. (Shanto, 2019)

**The Influence of Leadership Style on PT Employee Performance. Sapta Sinergi Sourcindo in Palembang City**

Leadership style (X2) has a negative and significant effect on the performance of PT employees. Sapta Sinergi Sourcindo in Palembang City. The t calculated number for leadership style (X2) is 6.275 and the significance level is  $0.000 > 0.05$ . Thus,  $H_0$  is accepted or  $H_a$  is rejected, so that partially (individually) there is a positive and significant influence between leadership style (X2) on employee performance (Y), this shows that leadership style influences the ups and downs of employee morale and performance, such as leaders who always makes decisions unfairly, and only trusts people he trusts. The results of this research are in line with previous research (Khair, 2018) the results of hypothesis testing have a direct effect, it can be concluded that the leadership style variable has a positive and insignificant effect on employee performance variables. This is important to pay attention to because a leader in carrying out his duties pays attention to different forms of attitudes. Leadership style in the business world has a strong influence on the running of an organization and the survival of the organization. The leader's ability to mobilize and empower employees will influence performance.. (Oscar, 2019)

**CONCLUSION**

Based on the results of the analysis and discussion, it can be concluded that conflict has a positive and significant effect on the performance of PT employees. Sapta synergy sourcindo in the city of Palembang. The more conflict that is created, the more employee performance increases. Leadership style has a positive and significant effect on the performance of PT employees. Sapta synergy sourcindo in the city of Palembang..

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