

## Work Conflict and Leadership Behavior affect Employee Performance (At PT. Jasa Raharja, PT. Jasa Asuransi Indonesia, and PT. Jiwasraya in Bandung City)

Yusep Budiansyah<sup>1</sup>

<sup>1</sup>Faculty of Business and Management, Widyatama University, Indonesia Yusep.budiansyah@widyatama.ac.id

**Article History:** Received: 10 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 20 April 2021

**Abstract:** This study aims to determine: (1) How work conflicts, leadership behavior and employee performance (studies at PT. Jasa Raharja, PT. Jasa Asuransi Indonesia (Jasindo), and PT. Jiwasraya in the city of Bandung), (2) How is the influence There is work conflict on employee performance (study at PT. Jasa Raharja, PT. Jasa Asuransi Indonesia (Jasindo), and PT. Jiwasraya in Bandung), (2) How does leadership behavior influence employee performance (study at PT. Jasa Raharja, PT. Jasa Asuransi Indonesia (Jasindo), and PT. Jiwasraya in the city of Bandung), (3) How the influence of work conflict and leadership behavior on employee performance (study at PT. Jasa Raharja, PT. Jasa Asuransi Indonesia (Jasindo) ), and PT. Jiwasraya in the city of Bandung).The research method used is descriptive and verification. The population in this study were 53 people, company employees; PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo) and PT. Jiwasraya in the state-owned insurance and financial services sector in the city of Bandung. Because the population is less than 100, the study sample is entirely from the population. Sampling with saturated sampling. Methods of data collection by interview, observation, presentation and questionnaire. Data analysis used multiple linear regression analysis with the help of SPSS version 16.The results and discussion of research related to the formulation of problems and objectives, can be concluded first: (1) The level of work conflict and leadership behavior at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in the city of Bandung is in the medium category, while the employee's performance is in the high category, (2) There is a significant negative and positive influence between the existence of work conflicts and the performance of employees at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in the city of Bandung, the higher the work conflict, the lower the employee performance and vice versa, (3) There is a significant positive influence between leadership behavior on employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in the city of Bandung, the better and the quality of leadership behavior, the higher the employee performance, and vice versa, (4) There is a significant positive effect between work conflict and leadership behavior on employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in the city of Bandung.

**Keywords:** Work Conflict, Leadership Behavior, and Employee Performance

### 1. Research Background

Employee performance has many definitions and meanings, depending on its purpose and use. In the service sector, employee performance is more associated with excellent service and the continuous fulfillment of consumer needs and expectations. The incompatibility of consumers with the services provided in the end will create tension in the form of a conflict between, many factors that can cause work conflicts, including conflicts in tasks, conflicts in interaction and communication and conflicts in the task process. Disharmony between consumers/clients is an input for the company made into improvements. As with the annual performance evaluation data in the insurance and financial services sector in the city of Bandung in 2018, which shows the performance assessment of employees, superiors and the as a whole is still low at 65%. The low performance by several factors, for example, due to work conflicts and leadership. Therefore, the management function here plays a very important role in improving company performance. Based on the background as stated above, the authors are interested in conducting research with the topic "Work Conflicts and Leadership Behaviors Affect Employee Performance (Studies at PT. Jasa Raharja, PT. Jasa Asuransi Indonesia (Jasindo), and PT. Jiwasraya in Bandung).

### 2. Identification of problems

Based on the research background above, the author can formulate several research problems, namely as follows:

- 1.How do work conflicts, leadership behavior and employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.
- 2.How work conflicts affect the performance of employees at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.
- 3.How does leadership behavior affect employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.
- 4.How do employee work conflicts and leadership behavior simultaneously affect employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.

### 3. Theoretical basis

• **Work Conflict**

Jehn's research results in 1995; Work conflict into two dimensions, namely conflict of duties and conflict in relationships. In Jehn's research in 1997, there were again new types of conflict, namely; conflict in process. Process conflict is a conflict that occurs when there are differences of opinion between members in the group in the task process, how group members complete the task, who is responsible, and how the work can be delegated, including differences in viewpoints in overcoming a problem, new ideas and opinions. Conflict in relationships is conflict that occurs when things are between individuals, and between group members and tensions will arise, disputes and other similar disturbances. Handling conflict properly is the duty of superiors and management so that conflicts do not spread and spread everywhere, so that employees can still work as usual, able to serve consumers well without by conflicts. Conflicts that occur within the organization can be managed by the company, to organizational members to create innovations, new ideas and strengthen interpersonal relationships to be more harmonious.

• **Leadership Behavior**

The results of the Ohio State research in 1940 (in Hughes, 2003), which aims to see the tendency of leadership orientation, show that leadership behavior is divided into two types of characteristics, namely consideration and initiating structure. Consideration is a characteristic of leadership behavior that focuses on attention to the needs of group members, participates in making a decision, communication, support, increases warmth and a sense of empathy for subordinates. While the initiating structure, namely the characteristics of leadership shows that the leader determines, regulates group activities and regulates how responsibility, delegated to each group member. Ohio State also argues related to the role of a leader in directing his subordinates in achieving organizational goals, and determining the position of each employee and the processes that carried out by its employees.

• **Employee Performance**

Performance can be seen from two aspects, namely; individual performance as well as group performance. Performance is the overall work results that can be achieved by the organization in a certain period. Employee performance and organizational performance separated from each other. The achievement of organizational goals because it involves all elements in it. Organizations are driven and the main actors in achieving goals. Employee performance standards as stated by T.R Mitchell, namely: 1) Quality of work, 2) Speed and accuracy, 3) Initiative, 4) Capability, and 5) Communication. Performance standards are a measure expected by the organization in achieving the goals or targets of the approach taken.

According to Wilson (in Da Silva, 2012: 53), the performance standard is the level that a certain job is expected to be completed, and is a benchmark for the goals or targets to be achieved, while the work results are the results obtained by an employee in doing work according to job requirements or performance standards. The individual's success in achieving company targets will be used as an assessment material in making decisions to improve and develop his or her abilities or give a warning and dismiss the employee.

**Framework**

Conflict within the organization is referensi to as the conflict paradox, namely; a view that shows that conflict can improve individual and group performance, but on the other hand, most companies try to minimize conflict (Robbins, 2002: 91). Research De Dreu & Weingart, (2003), namely: "Task Versus Relationship Conflict, Team Performance and Team Member Satisfaction: A Meta-Analysis", that conflicts in carrying out tasks, and conflicts in relationships, have positive and negative values on performance. Jehn's (1995) research entitled "A multimethod of exmination of the benefits and loss of group conflict ", that conflict can actually benefit the organization, depending on the type of conflict itself, and the organizational structure related to the description of a job, needs one another, in carrying out work, and obeying any rules in the organization that have been mutually agreed upon.

Apart from work conflicts, another factor that can affect performance is leadership behavior. Leaders can direct employees to train themselves, direct them to be more responsible for what they do, provide motivation to be better than. Through the factors, including; idealized influence (charisma), inspirational motivation, intellectual stimulation and individual consideration, leaders will be able to spur their employees to achieve organizational goals, encourage employees to have high confidence in their abilities, spur the ability of their subordinates to complete various tasks. it provides, increases job satisfaction, a genuine willingness to work even harder, increases morale, motivates subordinates to improve skills and knowledge and spurs the emergence of new, more innovative ideas and ideas.

To be an effective leader, a leader must be able to influence his subordinates with various leadership characteristics/traits so that subordinates are willing to work in accordance with established organizational goals (Kotter: 1992). The leadership's ability to influence their subordinates will have a very large impact on performance, the ability to move, direct and coordinate various factors within the organization. Based on the

foregoing thoughts, the writer can describe the research framework, which is as follows:

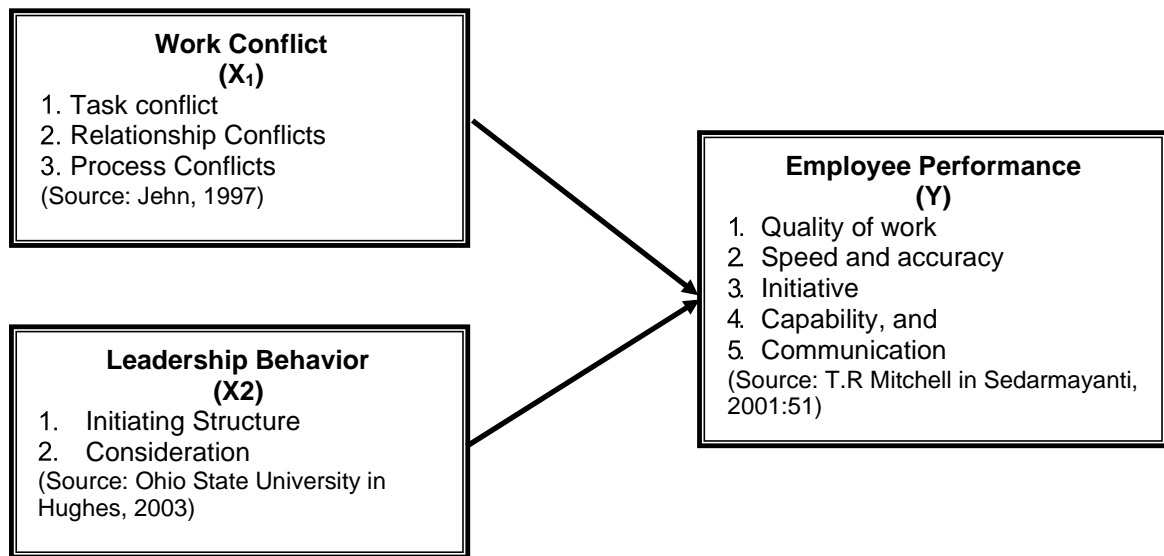


Figure 1.1. Research paradigm

#### 4. Research hypothesis

1. The level of work conflict, leadership behavior and employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.
2. Work conflict has a negative and positive effect on employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.
3. Leadership behavior affects the performance of employees at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.
4. Employee work conflict and leadership behavior together have an effect on employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in Bandung.

#### 5. Research methodology

The research method used in this research is descriptive and verification methods. Descriptive research method required by researchers to describe or describe the problems related to questions on variables independently, in this case, namely work conflicts, leadership behavior and employee performance. While the verification research method is analysis of a model and proof that is useful for finding the truth of the hypothesis proposed in the study in this case, to find out how much influence work conflict and leadership behavior have on employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in the city of Bandung).

##### • Sources of Data Collection

The sources of this research consisted of primary data and secondary data. The first source is primary data, which is data collected from respondents who are designated as research samples using a questionnaire. Furthermore, the results of research interviews on research subjects and related parties who can provide relevant information related to research, and the second source is secondary data, or data collected from third parties who have published their data (Mahadianto & Setiawan, 2013), such as books, journals, documents, certain parties or by data collection agencies published to the data user community.

The data collection techniques in this study into three techniques, namely: (1) Questionnaire. The questions in the questionnaire on the research variable indicators, the existence of work conflicts, leadership behavior and employee performance. (2) Observation. The application of observation in this research out either directly or indirectly. As a preliminary observation the research observations PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in the city of Bandung, and (3) Literature Study which is carried out to find complementary data from books or references to support needs, as well as to find the required data from literature, scientific works, the internet and so on. The aim is to obtain various theories and definitions related to the problem under study.

##### • Operational Variables

Operational measurement on indicators derived from decomposing employee performance variables. These

indicators serve which into a questionnaire. The measurement results will to describe the variables of work conflict and leadership behavior. Furthermore, the estimation results will to determine its contribution.

**Table 3.1. Operational Variables**

Variable	Dimensions	Indicator	Scale
Work conflict ( $X_1$ )	1. There is conflict in the task 2. There is conflict in the relationship 3. There is a conflict in the process	1. Bickering or arguing	Ordinal
		2. Personal tension	Ordinal
		3. Different visions in tasks	Ordinal
		4. Opinions differ	Ordinal
		5. The differences determine the cause of the problem	Ordinal
		6. The differences determine the solution	Ordinal
		7. Difference in job completion	Ordinal
		8. Emotional conflict	Ordinal
		9. Interpersonal disputes	Ordinal
		10. Mentally exhausted	Ordinal
Leadership behavior ( $X_2$ )	1. Initiating structure	11. Give criticism to work	Ordinal
		12. Determine the target time for the	Ordinal

		job	
		13. Set performance standards	Ordinal
		14. Follow standard procedures	Ordinal
		15. Offers a new approach	Ordinal
		16. Coordinating activities	Ordinal
		17. Doing good	Ordinal
	2. Consideration	18. Listening to subordinates' problems	Ordinal
		19. Support subordinates	Ordinal
		20. Consult with subordinates	Ordinal
		21. Quality of work is based on suitability and readiness	Ordinal
Employee performance (Y)	1. Quality of work	22. Work deftly and quickly	Ordinal
		23. Finish a job well	Ordinal
		24. Dexterity or agility to complete tasks	Ordinal
2. Promptness	25. Finish a job well	Ordinal	
	26. The attainment of the quantity of work	Ordinal	
	27. Spirit in carrying out duties	Ordinal	
3. Initiative	28. Ability to do work	Ordinal	
	29. Responsible for joint duties	Ordinal	
4. Capability	30. Communicate well	Ordinal	
	5. Communication		

• **Research Samples**

Population is an element that has characteristics that distinguish this group from other abilities (Mahadianto & Setiawan, 2013). Based on the definition above, The population of this study were employees at PT. Jasa Raharja has an office address at Jalan Soekarno- Hatta, PT. Jasa Asuransi Indonesia (Jasindo) having an office address at Wastukencana, and PT. Jiwasraya having its office address on Jalan Asia Afrika. This study uses a saturated sampling technique with the population sampled. According to Sugiyono (2016: 124) saturated sampling is a sampling technique by taking all members of the population as respondents. Determination of the research sample is adjusted to the purpose of the study, namely to determine work conflict and leadership behavior together have

an effect on employee performance. The sample distribution as shown in the table below is as follows:

**Table 3.2 Research Samples**

BUMN in the Insurance and Financial Services sector	Total Population	
PT. Jasa Raharja	Administration	3
	IT staff	4
	Accounting and Investment Division	5
	Operations Staff	2
	Branch head	1
	Sales Unit Manager	1
	Engineering Unit Manager	1
	Finance Unit Manager	1
PT. Indonesian Insurance Services (Jasindo)	Administration	2
	Sales Staff	5
	Engineering Staff	5
	Financial staff	3
PT. Jiwasraya Asia Africa Office	Branch Managers	1
	Head of Sales Unit	1
	Head of Engineering Unit	1

	Head of Finance Unit	1
	Administration	4
	Sales Staff	5
	Engineering Staff	3
	Financial staff	4
	<b>Total</b>	<b>53</b>

## 6. Validity and reliability analysis

### • Validity

The test tool commonly used is the SPSS, which to test the correlation of the product moment of the Karl Pearson model (Sugiyono, 2009). The main principle of selecting statement items by paying attention to the results of the correlation coefficient, namely looking for the highest possible coefficient value and dropping statement items that have a negative correlation (-) or a coefficient that is close to zero (0.00). Generally in psychological scales, a correlation coefficient is used which has a minimum value equal to 0.30 (Azwar, 1995: 158). The basis for decision making, if  $r$  is positive, and  $r \geq 0.30$ , then the question item is valid, and if  $r$  is negative, and  $r < 0.30$ , then the question item is invalid. Validity and reliability testing was carried out to test the quality of the data collected from distributing questionnaires. When the instrument shows a correlation value  $< 0.3$ , then the instrument is declared invalid. Any invalid instruments are not included in the estimated calculation (dropped)

### • Reliability

Reliability is the level of consistency of the questions in the questionnaire that the respondent can understand, so that it does not cause a difference in understanding of the question. The question is said to be reliable and it succeeds in measuring the variables, if the reliability coefficient is more or equal to 0.700 (Kaplan and Saccuzo, 1993: 126). To test the reliability, the Cronbach Alpha reliability. The basis for decision making, if  $r$  Alpha is positive, and  $r \geq 0.70$ , then the variable is reliable, and if  $r$  Alpha is not positive, and  $r < 0.70$ , then the variable is said to be unreliable.

## 7. Data analysis technique

### 1) Hypothesis Testing

#### • Partial Signification Test (test t)

According to Kuncoro, (2013: 244), the t test is used to determine the effect of one independent variable

individually to explain the dependent variable. Significance t test, if  $t_{value} \leq 0.05$ , then the independent variable partially has a contribution to the dependent variable.

• **Simultaneous Significance Test (Test F)**

Sebagaimana pendapat Ghozali, (2013: 98); Uji F dilakukan untuk menguji bagaimana pengaruhnya variabel independen secara bersama-sama terhadap variabel dependen. Jika hasil uji F lebih besar dari nilai signifikansi  $\leq 0,05$  maka variabel independen tersebut berpengaruh secara bersama-sama terhadap variabel dependen.

**2) Multiple Linear Regression**

Is an analysis to predict how the state (rise and fall) of the independent variable, when two independent variables as predictor factors are manipulated (Sugiyono, 2013: 277). Multiple linear regression analysis used in this research is to prove work conflict and leadership behavior affect employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services, and PT. Jiwasraya in the city of Bandung. The formula for the multiple linear regression model is as follows:

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

Information:

Y = Employee Performance

X1 = Work Conflict

X2 = Leadership Behavior  $\alpha$  = Intercept Constant

$\beta_1$  = Variable regression coefficient (Source: Sugiyono, 2013)

**3) Determination Coefficient Test (R2)**

Determination test is used to see the coefficient of the independent variable (X) affects the dependent variable (Y), which as a percentage. The coefficient of determination is calculated using a formula;  $K_d = r^2 \times 100\%$  (Ghozali, 2016: 98), we can find out how much influence there is work conflict and leadership behavior on employee performance at PT. Jasa Raharja, PT. Indonesian Insurance Services (Jasindo), and PT. Jiwasraya in the city of Bandung.

**8. Results and research discussion**

**1) Descriptive Analysis**

Descriptive analysis obtained that the categorization of the subject of the employee performance scale with the largest distribution was in the high category of 68.2%, the medium category was 21.5%, and 10.3% very high category. On the scale of work conflict, the largest category in the medium category at 64.6%, followed by the low category at 20.4%, 4.3% for very low and 10.7% for high. The largest categorization of leadership behavior scale lies in the medium category 60.6% then followed by the high category 20.5%, very high 12.2% and low 6.7%.

**2) Validity and Reliability Test**

**a. Validity test**

• **Employee Performance Validity (Y)**

The results of the calculation of the product moment correlation with the SPSS for N= 53 people the 5% significance level is 0.273, indicating  $r_{count} > r_{table}$ , so it can be declared valid, meaning that the instrument on the questionnaire will be able to measure employee performance variables accurately. As shown in the following table:

**Table 4.1. Employee Performance Validity**

Question	r <sub>count</sub>	r <sub>table</sub>	Information
1	0.523	0.273	Valid
2	0.495	0.273	Valid
3	0.676	0.273	Valid
4	0.429	0.273	Valid
5	0.454	0.273	Valid
6	0.126	0.273	Valid
7	0.584	0.273	Valid
8	0.536	0.273	Valid
9	0.469	0.273	Valid
10	0.613	0.273	Valid

(Source: Primary data processed, 2020)

• **Work Conflict (X1)**

The results of the calculation of the product moment correlation with the help of the SPSS for N= 53 people the 5% significance level is 0.273, indicating  $r_{count} > r_{table}$ , it can be stated that the instrument in this study is valid, meaning that the questions in the questionnaire will be able to reveal the variables accurately. The calculation result table is as follows:

**Table 4.2. Work Conflict Validity**

Question	r <sub>count</sub>	r <sub>table</sub>	Information
11	0.763	0.273	Valid
12	0.744	0.273	Valid
13	0.480	0.273	Valid
14	0.715	0.273	Valid
15	0.689	0.273	Valid
16	0.616	0.273	Valid
17	0.689	0.273	Valid
18	0.530	0.273	Valid
19	0.627	0.273	Valid
20	0.408	0.273	Valid

(Source: Primary data processed, 2020)

• **Leadership Behavior (X2)**

The results of the calculation of the product moment correlation with the help SPSS for N = 53 people the 5% significant level is 0.273, indicating  $r_{count} > r_{table}$ , it can said that the questions of leadership behavior variables used in the study can said to be valid, The following table of calculation results is as follows:  
Table 4. 3. Validity of Leadership Behavior

Question	r <sub>count</sub>	r <sub>table</sub>	Information
21	0.622	0.273	Valid
22	0.591	0.273	Valid
23	0.586	0.273	Valid
24	0.646	0.273	Valid
25	0.591	0.273	Valid
26	0.589	0.273	Valid
27	0.540	0.273	Valid
28	0.772	0.273	Valid
29	0.580	0.273	Valid
30	0.539	0.273	Valid

(Source: Primary data processed, 2020)

**b. Reliability Test**

From the results of SPSS data processing with the Cronbach Alpha formula, the variables of employee performance, work conflict and leadership behavior are reliable or reliable, meaning the questionnaire instrument meets the required standards namely 0.7. Respondents' answers were consistent or stable over time to each question in the questionnaire. Therefore, the instrument can trusted as a data collection tool. The following table of calculation results is as follows:

**Table 4.4. Reliability Test**

No	Variable	Cronbach's Alpha	Cronbach's Alpha minimum	Information
1	Employee Performance	0.818	0.6	Reliable
2	Work Conflict	0.889	0.6	Reliable
3	Leadership Behavior	0.903	0, 6	Reliable

(Source: Primary data processed, 2020)

### 3) Multiple Regression Analysis

The results of multiple linear regression analysis obtained the following equation;  $Y = 23.857 + 0.180X_1 + 0.94X_2$ ; This model shows, if the variables of work conflict ( $X_1$ ), and leadership behavior ( $X_2$ ) are assumed to be constant, then employee performance will increase by 23,857. The coefficient value of work conflict is 0.180, that every 1 score increase for work conflict will show a negative or positive impact on employee performance by 0.180. While the coefficient value of leadership behavior shows a number of 0.94, meaning that if there is an increase of 1 score for leadership behavior will be followed by an increase in employee performance of 0.94.

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23,857	2,206		10,813	.000
Work Conflict	.180	.069	.378	2,619	.012
Leadership Behavior	.094	.043	.318	2,207	.032

a. Dependent Variable: Employee Performance (Source: Primary data processed, 2020)

### 4) Hypothesis Testing

#### • Partial Test (t test)

The results of partial testing of employee work conflict variables ( $X_1$ ) obtained tcount of 2.619, and a significance value of  $0.012 < 0.05$ , so  $H_0$  is rejected and  $H_a$  will be accepted. Work conflict partially has a negative and positive effect on employee performance. While the test for the leadership behavior variable ( $X_2$ ) obtained tcount of 2.207, and obtained a significance value of 0.032. The probability is significant, if it is less than 0.05 then  $H_0$  is rejected and  $H_a$  will be accepted. This means that partially the coefficient of leadership behavior variables affects employee performance, the calculation results are as shown in the table below, as follows:

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	23,857	2,206		10,813	.000
Work Conflict	.180	.069	.378	2,619	.012
Leadership Behavior	.094	.043	.318	2,207	.032

a. Dependent Variable: Employee Performance (Source: Primary data processed, 2020)

#### • Simultaneous Test (Test F)

ANOVA test or F test data processing can get the Fcount value of 16,646, at a significance level of 0.000. Because it has a significant value less than 0.05,  $H_0$  is rejected and  $H_a$  will be accepted. Work conflict ( $X_1$ ) and leadership behavior ( $X_2$ ) together have an effect on employee performance. The following are the results of ANOVA calculations with the help of the SPSS program:



Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129,201	2	64,600	16,646	.000 a
	Residual	194,045	50	3,881		
	Total	323,245	52			

#### ANOVA<sup>b</sup>

- a. Predictors: (Constant) Work Conflict, Leadership Behavior  
b. Dependent Variable: Employee Performance (Source: Primary data processed, 2020)

#### 5) The coefficient of determination

##### • Simultaneously

Based on the model summary table, it is known that the Adjusted R Square value is 0.376. Then employee performance can be explained by the work conflict variable (X<sub>1</sub>) and leadership behavior (X<sub>2</sub>) of 37.6, and the 62.4% figure is explained by other variables that affect employee performance which are not examined in this study. Following are the results of calculating the coefficient of determination assisted by using the SPSS program, namely:

##### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics Sig. F Change
1	.632 a	.400	.376	1,970	.000

##### • Partial

Predictors (Constant) Work Conflict and Leadership Behavior

- a. Dependent Variable Employee Performance (Source: Primary data processed, 2020)

Based on the results of calculations with the SPSS program, the work conflict variable data is equal to 0.347, so it is said that work conflict (X<sub>1</sub>) has an contribution to employee performance (Y) by  $(0.347)^2$  or 12.04%. While the leadership behavior variable is 0.298, so it can be said that the contribution of leadership behavior (X<sub>2</sub>) to employee performance (Y) is  $(0.298)^2$  or 8.88%. As shown in the table below:

#### Coefficients<sup>a</sup>

Model		Correlations			Collinearity Statistics	
		Zero-order	Partial	Part	Tolerance	VIF
1	Work Conflict	.584	.347	.287	.578	1,730
	Leadership Behavior	.563	.298	.242	.578	1,730

- a. Dependent Variable: Employee Performance (Source: Primary data processed, 2020)

#### 9. Conclusion

Based on the findings of the discussion in this study, the conclusions are as follows:  
First, employee performance can explained by work conflicts and leadership behavior. While the rest can be explained by other variables. Second, work conflicts independently can affect negatively and positively on employee performance. That is, if the work conflict that occurs is getting lower, the employee's performance will be higher and vice versa. The results of the descriptive analysis also show that work conflict is in the moderate category. Mean employee performance is in the high category. Third, the results of calculations independently of employee performance can influenced by leadership behavior. This means that if the leadership behavior is show to be of higher quality, the employee's performance will be higher, and vice versa. The results of the descriptive analysis also included leadership behavior in the medium category, and the fourth calculation results together from the two independent variables, show that leadership behavior contributes less than work conflict to performance. This is due to weak aspects of leadership behavior, such as, the interaction between superiors and subordinates is still low, the leadership is not always in place, they sometimes go out of town or because of other matters, so that face-to-face meetings are not always held every day. Unlike the case with interactions with

colleagues carried out every day, it is possible that conflicts will always occur openly at any time, between individuals and groups avoided anymore.

## Reference

1. Azwar, Saifuddin. 2007. *Research Methods*. Yogyakarta: Student Library Bandung: Alfabeta. Azwar, Saifudin. 1995. *Human Attitudes: Theory and Measurement* Second Edition. Yogyakarta: Offset Student Library.
2. Bennis, W.G., & B. Nanus. 1985. *Leaders: The Strategies for Taking Challenge*. Harper & Row. .... .. Translation of Victor Purba. 1990. *Leadership: Strategy in Taking Responsibility*. Prenhalindo. Jakarta.
3. Bernardin, John & Joyce A. Russel. 1993. *Human Resource Management: An Experiential Approach*. McGrawHill Inc. Series in Management. New York. Dessler, Gary. 1997. *Human Resource Management*. Volume 2. Edition VI.
4. Da Silva Pereira, Belarmino. 2013. "The Influence of Nurse Competence and Compensation on Nurse Performance in Guido Valadares National Hospital, Timor Leste. Management Thesis at Padjadjaran University, Bandung.
5. Daft, Richard L. 2006. *Management*, Edition 6. Jakarta: Salemba Empat.
6. De Dreu, C. K. W. (1997). Productive conflict: The importance of conflict management and conflict issues. In C. K. W. De Dreu, & Van de Vliert (Eds.), *Using conflict in organizations* (pp. 9–22). London: Sage. De Dreu, C. K. W. (2008). The virtue and vice of workplace conflict: Food for (pessimistic) thought. *Journal of Organizational Behavior*, 29, 5–18. De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta- analysis. *Journal of Applied Psychology*, 88, 741-749.
7. Dessler, Gary. 1997. *Human Resource Management*. Volume 2. Edition VII. Prentice Hall.
8. Inc. factors and variation. *Clin. Microbio. Infect.* 16: 411-418.
9. Ghozali, Imam, 2011, *Multivariate Analysis Applications with the SPSS 19 program* (fifth edition). Semarang: Diponegoro University.
10. Ghazali, Imam. 2012. *Multivariate Analysis Application with IBM SPSS Program*. Yogyakarta: Diponegoro University.
11. Ghazali, Imam. 2016. *Multivariate Analysis Application with IBM SPSS 23 Program* (8th Edition). VIII printing. Semarang: Diponegoro University Publishing Agency.
12. Gozali, Imam. (2013). *Multivariate analysis application with the ibm spss 21. (7 ed) program*.
13. Undip: Semarang.
14. Hadari Nawawi. 2003. *Leadership to Make Organizations Effective*. Gadjah Mada University Press. Yogyakarta.
15. Hidayat. 2012. Leadership Behavior and Employee Commitment Affects Job Satisfaction and Employee Performance. *Journal of Management Applications*, 10 (1), 21-39.
16. Hughes, M.E., Waite, L.J., Hawkey, L.C., & Cacioppo, J.T. 2006. A Short Scale for Measuring Loneliness in Large Surveys. *Journal Research on Aging*, 6 (26). 655-672.
17. Hughes, Richard L., Ginnett, Robert C., and Curphy, Gordon J. 2012. *Leadership: Enhancing the Lessons of Experience*. Jakarta: Salemba Humanika.
18. Hughes, Richard L., Robert Ginnet, and Gordon J. Cuphy. 1999. *Leadership: Enhancing The Lesson of Experience*. McGraw-Hill. Int. Edition. Singapore.
19. Jehn, K. A. 1995. A multi-method examination of the benefits and detriments of intra-group conflict. *Administrative Science Quarterly*, 40, 256–282. Jehn, K. A. (1997). A qualitative analysis of conflict types and dimensions in organizational groups. *Administrative Science Quarterly*, 42, 530–557. Jehn, K. A., & Mannix, E. A. (2001). The dynamic nature of conflict: A longitudinal study of intragroup conflict and group performance. *Academy of Management Journal*, 44, 238–251

