
The Effect of Interpersonal Conflict and Leadership Style on Work Stress and Their Impact on Employee Performance at the Aceh Regional Secretariat

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Abstract

This study was conducted to analyze the effect of interpersonal conflict and leadership style on work stress and its impact on employee performance. The population was all employees of the Aceh Regional Secretariat (Setda Aceh), Indonesia, amounting to 561 people. The sample is determined through Slovin Formula provided 150 respondents, and taken with a simple random sampling technique. The result shows that Interpersonal conflict affects employee performance, Leadership style affects employee performance, interpersonal conflict affects work stress, Leadership style affects work stress, Work stress does not affect employee performance, Interpersonal conflict does not affect employee performance through Work Stress, and Leadership style does not affect employee performance through Work Stress. These findings prove that the model of improving employee performance at the Setda Aceh is a function of good interpersonal conflict management and the suitability of leadership style. His tested model can also be the basis for further research development by further researchers, by adding new variables. The results of this study also mapped recommendations for the research subject, namely the Setda Aceh.

Keywords: Interpersonal Conflict, Leadership Style, Work Stress, Employee Performance

1. Introduction

The main problem faced by many companies today is related to the decline in employee performance. The impact of this decline in employee performance is that the goals to be achieved by a company as outlined in the plans that have been made are at risk of not being achieved. Managers in a company want to ensure that the performance of employees under their supervision must be following what is expected. With will expand fading makes it easier to continue to reach.

The same applies to the Aceh Regional Secretariat (Setda Aceh), one of the institutions in Aceh Province, Indonesia. Leaders in this agency want to ensure that employee performance matches the expectations of the company as well as the expectations of other stakeholders. However, not all employees have or demonstrate adequate work. There are many factors that we can see as the cause of not achieving employee performance

improvement targets. One of them is work stress. When employees experience stress in their work, their concentration will not be divided so that what they do is not following what they are expected to do. Many causes of this work stress include a high workload, interpersonal conflicts, and also leadership styles. Interpersonal conflict itself is friction between a person and his co-workers, either at the same level or at different levels, either in the same section or across sections. In addition to interpersonal conflicts, work stress can also be caused by leadership styles. Usually, the leadership style that is less favored by employees also contributes to an increase in work stress which has an impact on decreasing the performance of the employee concerned.

This research is different from previous research where research conducted by (Ellyzar, Mukhlis and Amri, 2017); (Zeindra and Lukito, 2020) and (Hatta, Musnadi and Mahdani, 2017) used a determinant variable with a positive tone, this study uses a negative tone such as work stress. This study aims to analyze and prove the causes of the decline in employee performance.

2. Literature

Interpersonal Conflict

(Weiten and Lloyd, 2006) explain that interpersonal conflict is a conflict that arises when two or more people disagree. These disputes can be caused by minor misunderstandings or as a result of dissimilar goals, values, attitudes, or beliefs. (Luthans, 2013) reveals a not much different definition that interpersonal conflict is a conflict that arises between two individuals. Meanwhile, according to (Wijono, 1997) interpersonal conflict is a conflict that has the possibility of appearing more often concerning individuals in an organization. Johnson and Johnson in (Dayakisni, 2015) say that interpersonal conflict is a situation where one person's actions result in blocking, inhibiting, and interfering with the actions of others. From some of the definitions above, it concludes that interpersonal conflict in the organization is a condition where there is a conflict between individuals and other individuals in the organizational environment. This conflict arises as a result of differences in goals, limited resources, and interference from others in achieving the goals of each employee or organizational goals. Conflicts that occur can arise between co-workers, supervisors and employees, managers and staff, or owners and managers.

(Markman *et al.*, 2010) reveal four (4) aspects of interpersonal conflict consisting of: a. Escalation (Expansion) Escalation or expansion of conflict occurs when couples who experience conflict respond negatively to each other so that conditions get worse and worse. Often, the selfishness expressed through negative comments makes anger and frustration increase. Not only will this cause problems due to the increasing intensity of the individual's negative emotions but these negative comments tend to change from simple anger to comments that hurt each other. 19 b. Invalidation (Being Useless) Invalidation occurs when what one party to a conflict has, thinks, and does tend to be underestimated by the other party. Efforts also tend to be in vain because they are considered useless. c. Withdrawal and Avoidance Withdrawal and avoidance are patterns that are different from each other but are still interconnected. Someone who tends to withdraw will usually withdraw from a discussion

or argument that is going on. Withdrawal will be seen clearly through the behavior of individuals who do not want to linger in a circle of quarrels. Withdrawers tend to stay silent when fighting or may agree quickly to what their opponent has to say without intending to do so. Meanwhile, avoidance reflects a reluctance or evasion to enter into a discussion or engage in certain conversations. People who are prone to avoidance often hope that there won't be a topic of conversation to find or argue about. However, if the topic is found then the person will show withdrawal symptoms. d. Negative Interpretation Negative interpretation occurs when one of the conflicting parties believes that the opposing party has a more negative motive than what happened. This is highly destructive, creates a negative pattern in interpersonal relationships, and makes conflict or disagreement difficult to deal with constructively.

Meanwhile, (Wilmot and Hocker, 2007) reveal five aspects of interpersonal conflict, namely: a. An Expressed Struggle (Expressed Series) An Expressed Struggle explains that interpersonal conflict occurs when a person communicates differences in his perception of himself with others. The conflict occurs due to triggering events such as differences of opinion during discussions. Each individual involved in a conflict has his perception of thoughts and feelings in himself and others. When these perceptions are conveyed or communicated and differences occur, previously existing conflicts may escalate. However, interpersonal conflicts in organizations can also occur when these perceptions are not communicated. b. Interdependence explains that conflict occurs between interdependent parties and is characterized by the existence of the same activity (mutual activity) and mutual interest (mutual interest). According to Braiker and Kelley in (Wilmot and Hocker, 2007), a person who does not depend on other people is a person who does not have a special interest in behavior or matters related to that person so that he does not have a conflict with him. The parties to a conflict are never truly enemies and must have the same interests, even though these interests only exist for the duration of the conflict. c. Perceived Incompatible Goal The Perceived Incompatible Goal explains that interpersonal conflict occurs because of a mismatch of goals between the conflicting parties. Each party to the conflict has its own goals and that is important. These goals are not considered appropriate when the parties to the conflict want the same or different things and they are struggling with incompatible options. d. Perceived Scarce Resources Perceived Scarce Resources explains that conflict occurs when someone feels the scarcity or lack of resources such as love, appreciation, attention, power, self-esteem, company budget, procurement of raw materials, and so on. According to (Wijono, 1997) the scarcer the resources desired by a person, the more likely it is for competition or competition to be sharper between individuals or groups who need these resources. 22 e. Interference explains that conflict occurs when someone is disturbed by the actions of others and feels that their interests are being blocked by others (Canary, 2000).

H1: Interpersonal conflict affects employee performance.

H3: interpersonal conflict affects work stress.

Leadership Style

(Nurana and Surinyati, 2018) on "The Influence of Leadership Style and Work Stress on Employee Performance at PT. Yasunli Abadi Utama Plastics (Department of Delivery)" shows that leadership style affects employee performance. The company is expected to pay attention to the leadership style and decision attitude that is open to employees to reduce the level of employee performance that is not good at PT Yasunli Abadi Utama Plastik Delivery Department.

In a study conducted by (Febriyanti, 2016) about "The Correlation of Perceived Leadership Style with Work Stress on Members of the 512th Infantry Battalion of the Indonesian Army".

H2: Leadership style affects employee performance

H4: Leadership style affects work stress.

Work stress

(Setiyana, 2013) Work-related stress can get the best of us all. Work stress is an unstable condition experienced by employees due to pressure that comes from outside, either due to superiors, co-workers, or due to workload.

H5: Work stress affects employee performance

Employee Performance

Employee performance has always been the main reference for measuring the success of managing existing resources in a company. A manager is said to be successful if he can maximize and purify the ability of employees to make a maximum contribution to the achievement of company goals. We believe that every individual has potential that can be polished and can be pushed in a more positive direction, so the contribution of each employee to contribute to the success of an institution or an organization will also be maximized (Mangkunegara, 2013)

Research Framework

From the description of the theory and problems above, the authors describe the research framework and hypothesis as follows:

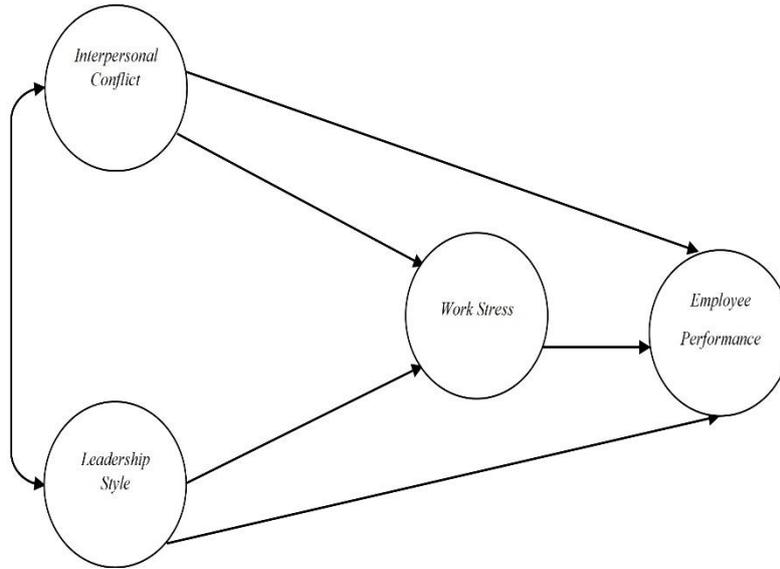


Figure 1. Research Model

H1: Interpersonal conflict affects employee performance.

H2: Leadership style affects employee performance

H3: interpersonal conflict affects work stress.

H4: Leadership style affects work stress.

H5: Work stress affects employee performance

H6: Interpersonal conflict affects employee performance Through Work Stress

H7: Leadership style affects employee performance Through Work Stress

3. Method

This research was conducted at the office of the Setda Aceh. A questionnaire with a 5-point Likert scale was used for primary data collection. The population determined was all employees at the Setda Aceh. The total population of permanent employees at the Setda Aceh office was 561 people consisting of 398 men and 163 women.

The sample size was determined using the Slovin formula with an error rate of 10%.

$$Rumus : n = \frac{N}{1+Ne^2}$$

Where:

n = Number of Samples

N = Total Population

From the results of the above calculations obtained the number of samples as many as 150 people. The sampling technique used was simple random sampling.

This study used descriptive and verification analysis. Descriptive analysis was conducted to assess the construction, and the verification analysis used a structural model test to verify the causalities. In addition, the SEM used AMOS as software to process the data.

4. Result

Respondents Characteristics

The Setda Aceh employees are dominated by female employees with an average age level of 31-35 years which is the productive age level for an employee in achieving the performance expected by the organization, on average already married and most of the response education is at the Bachelor level.

Validity Test (Measurement Model)

Convergent validity was used to assess the strength of the indicator's contribution to the variable. From the measurement model calculation, there is 1 indicator that did not meet the requirements because it had a loading factor of 0.5. So these 1 indicators must be eliminated. After being eliminated, the image of the new measurement model was:

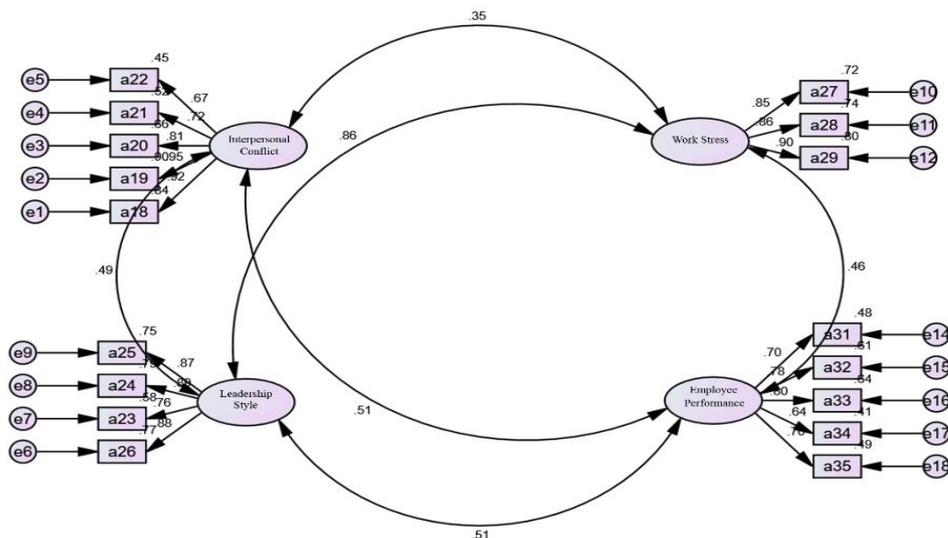


Figure 2. Loading Factor Value

Table 1. Convergent Validity Result

Indicator	Path Coefficient	Latent Variable	Estimate
a18	<---	Int_Conflict	.915
a19	<---	Int_Conflict	.951
a20	<---	Int_Conflict	.810
a21	<---	Int_Conflict	.718
a22	<---	Int_Conflict	.672
a26	<---	Lead_Style	.876
a23	<---	Lead_Style	.762
a24	<---	Lead_Style	.890
a25	<---	Lead_Style	.868
a27	<---	Work_Stress	.850
a28	<---	Work_Stress	.858
a29	<---	Work_Stress	.897
a31	<---	Emp_Performance	.695

			Estimate
a32	<---	Emp_Performance	.784
a33	<---	Emp_Performance	.800
a34	<---	Emp_Performance	.639
a35	<---	Emp_Performance	.703

Source: AMOS Output Primary Data, 2021

Because it has a loading factor number > 0.50 so that all indicators in this research variable were declared valid to be continued in the next research stage

Reliability Test

Reliability testing used the estimated output obtained (Cronbach alpha). (Malhotra, 2011).

Table 2. Reliability Test Result

No	Variable	Cronbach Alpha	Items	Description
1	Interpersonal Conflict	0.835	5	Reliable
2	Leadership Style	0.784	4	Reliable
3	Work stress	0.822	4	Reliable
4	Employee Performance	0.846	5	Reliable

Source: Primary Data 2021 (processed)

The result provides the Cronbach Alpha for interpersonal conflict Variable was 83.5%, leadership style was 78.4%, Work stress was 82.2% and employee performance was 84.6%. Thus, the measurement of reliability meets the requirements where all values are greater than 60 percent.

Hypothesis Testing Result

Testing the causality hypotheses in this study was conducted to see and analyze the model feasibility.

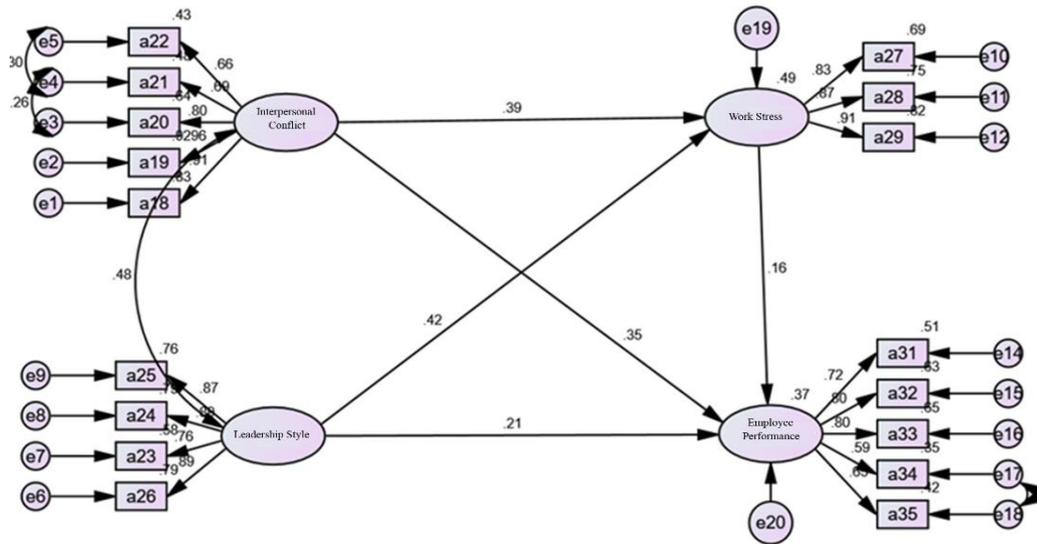


Figure 3. Structural Model

Table 3. Regression Weight Structural Equation Model

		Estimate	SE	CR	P	Beta
Work_Stress	<-- Int_Conflict	.450	.043	10,045	***	.387
Work_Stress	<-- Lead_Style	.459	.046	10,046	***	.424
Emp_Performance	<-- Work_Stress	.102	.068	1,504	.133	.155
Emp_Performance	<-- Lead_Style	.151	.066	2,279	.023	.213
Emp_Performance	<-- Int_Conflict	.275	.072	3,838	***	.353

Interpersonal Conflict Effect on Employee Performance (Hypothesis 1)

Testing Interpersonal Conflict Effect on Employee Performance obtained the significance of p-value (0.000). That value has met the requirement for acceptance. The coefficient of the influence of interpersonal conflict on employee performance is 0.353 or 35.30%. This means that the performance of employees at the Setda Aceh is strongly influenced by Interpersonal Conflict among their employees. If interpersonal conflict is high, it will reduce employee performance, and vice versa if the interpersonal conflict is low, it will encourage improved employee performance at this institution.

Leadership Style Effect on Employee Performance (Hypothesis 2)

Testing Leadership Style Effect on Employee Performance obtained an insignificant p-value (0.023). That value has met the requirement for acceptance. The coefficient is 0.213 or 21.3%. Thus, leadership style affects employee performance, the impact is real in improving employee performance.

Interpersonal Conflict Effect on Work Stress (Hypothesis 3)

Testing the Interpersonal Conflict Effect on Work Stress obtained the significance of p-value (0.000). That value has met the requirement for acceptance. The coefficient is 0.387

so the impact of the Effect of Interpersonal Conflict on employee performance is significant at 36.7%. This means that the higher the interpersonal conflict will trigger an increase in work stress among employees.

Leadership Style Effect on Work Stress (Hypothesis 4)

Testing Leadership Style Effect on Work Stress obtained the significance of p-value (0.000). That value has met the requirement for acceptance. Thus, it explains that the influence of leadership style on work stress is significant. The coefficient is 0.424 or 42.4%. So that the leadership style greatly affects work stress in this agency. This means that the better the leadership style felt by the employee, the lower the work stress felt by the employee.

Work Stress Effect on employee performance (Hypothesis 5)

Testing Work Stress Effect on employee performance obtained an insignificant p-value (0.133). That value has not met the requirement for acceptance. This means that the high or low performance of employees at this institution is not related to the high or low work stress of the employees at the Setda Aceh.

Interpersonal Conflict Effect on Employee Performance through Work Stress (Hypothesis 6)

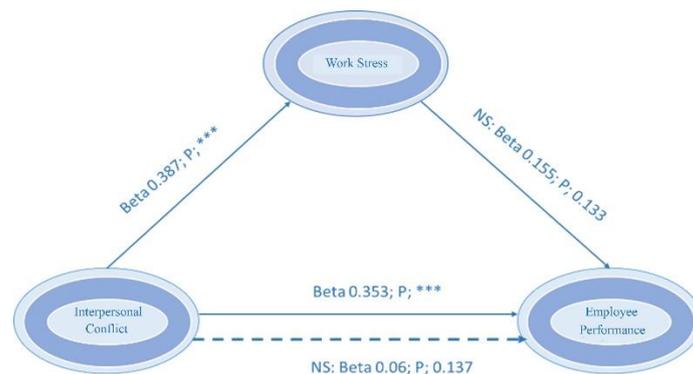


Figure 4. Interpersonal conflict Effect on employee performance Through Work stress.

The results of the Sobel Test calculation can be seen in the following table:

Table 4. Sobel Test of Hypothesis 6

Input:		Test statistic:	Std. Error:	p-value:
a	.450	Sobel test: 1.48482509	0.03091273	0.13759016
b	.102	Aroian test: 1.47822693	0.03105071	0.13934705
s _a	.043	Goodman test: 1.4915124	0.03077413	0.13582702
s _b	.068	Reset all	Calculate	

The results of testing the indirect effect the influence of interpersonal conflict on employee performance mediated by work stress has a Sobel t statistic of 0.039 and a Sobel p-value score of 0.137. These two values obtained do not meet the requirements for the acceptance of Ha, namely the t statistic value is greater than 1.96 and the probability is less than 0.05. Thus it reveals that the effect of interpersonal conflict on employee performance mediated by work

stress is not significant. So because the indirect effect is not significant, it concludes that work stress does not mediate the mediating effect.

Leadership Style Effect on Employee Performance through Work stress (Hypothesis 7)

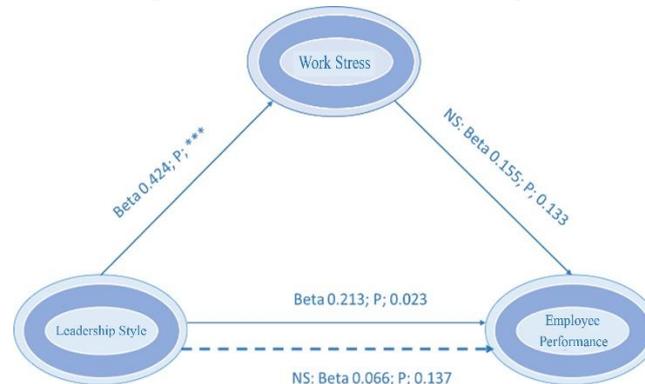


Figure 5. Leadership Style Effect on Employee Performance through Work stress

The results of the Sobel Test calculation can be seen in the following table:

Table 6. Sobel Test of Hypothesis 7

Input:		Test statistic:	Std. Error:	p-value:
a	.869	Sobel test: 24.13556838	0.03139632	0
b	.872	Aroian test: 24.13039759	0.03140305	0
s _a	.025	Goodman test: 24.1407425	0.03138959	0
s _b	.026	Reset all	Calculate	

The two values obtained do not meet the requirements for the acceptance of H_a , namely the t statistic value is greater than 1.96 and the probability is less than 0.05. Thus, it reveals that the influence of leadership style on employee performance mediated by work stress is not significant. So because the indirect effect is not significant, it concludes that work stress does not mediate the influence of Leadership Style on employee performance.

Managerial Implications

From the results, there were eight hypotheses tested, namely five direct effect hypotheses, and two indirect effect hypotheses. The direct effect hypotheses are that interpersonal conflict affects employee performance, Leadership style affects employee performance, interpersonal conflict affects work stress, leadership style affects work stress, and work stress affects employee performance. While the indirect hypothesis is that interpersonal conflict affects employee performance mediated by work stress, and leadership style affects employee performance mediated by work stress. Of the 5 direct influence hypotheses tested, there is one that is not significant, namely the effect of work stress on employee performance. This means that work stress is not the main cause of low employee performance. If we look at the highest coefficient of influence that determines employee performance is interpersonal conflict. This indicates that the higher the interpersonal conflict that occurs in this agency will greatly affect the level of performance produced by employees. Therefore, it is the

leadership's task to keep interpersonal conflicts that occur among Setda Aceh employees from escalating into problems, so that employee performance is maintained and remains good. In the indirect effect, there are 2 tested hypotheses. And from the findings, concludes that the work stress variable is not able to act as a mediator, both on the influence of interpersonal conflict on employee performance and also on the influence of leadership style on employee performance at the Setda Aceh office. These results are findings that can have an impact on the implementation of the Setda Aceh's strategy in improving the performance of its employees. It turns out that work stress does not play any role in improving performance. The Setda Aceh cannot use the work stress to improve employee performance, as both antecedent and mediating variable.

5. Conclusion

The result shows that Interpersonal conflict affects employee performance, Leadership style affects employee performance, interpersonal conflict affects work stress, Leadership style affects work stress, Work stress does not affect employee performance, Interpersonal conflict does not affect employee performance through Work Stress, and Leadership style does not affect employee performance through Work Stress. These findings prove that the model of improving employee performance at the Setda Aceh is a function of good interpersonal conflict management and the suitability of leadership style. His tested model can also be the basis for further research development by further researchers, by adding new variables. The results of this study also mapped recommendations for the research subject, namely the Setda Aceh. From the five direct influence hypotheses tested, there is one that is not significant, namely the effect of work stress on employee performance. This means that work stress is not the main cause of low employee performance, so it is recommended that the management of Setda Aceh focuses on other variables to improve employee performance, which are the Interpersonal Conflict variable and Leadership Style. This variable also makes the 2 mediation models insignificant and rejects the indirect influence hypotheses in this study, which are the influence of interpersonal conflict on employee performance and also on the influence of leadership style on employee performance at the Setda Aceh.

If we look at the highest coefficient of influence that determines employee performance is interpersonal conflict. This means that the higher the interpersonal conflict that occurs in this agency will greatly affect the level of performance produced by employees. Therefore, it is the leader's task to keep interpersonal conflicts that occur among Setda Aceh employees from escalating into problems, so that employee performance is maintained and remains good.

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