

THE EFFECT OF TRANSACTIONAL LEADERSHIP ON WORK STRESS INTERNAL CONFLICT REGARDING EMPLOYEE PERFORMANCE AT PT BIROTIKA SEMESTA

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Abstrak

Keywords:

*Transactional Leadership,
Job Stress, Internal
Conflict, Employee
Performance*

This research is to know the influence of transactional leadership, job stress, internal conflict on employee performance at PT. Bureautika Semesta/DHL Express Indonesia. The object of this research is the employees who work at the PT. Bureautika Semesta/DHL Express Indonesia. This research was conducted on 35 respondents by using quantitative descriptive approach. Therefore, the data analysis used is statistical analysis in the form of multiple linear regression test. The results of this study indicate that partially and simultaneously, the influence of transactional leadership, job stress, internal conflict on the employee performance at PT. Bureautika Semesta/DHL Express Indonesia. This is evidenced from the results of simultaneous tests (F test) and partial test results (t test) also shows significant value of two independent variables that support the hypothesis. Therefore the test result of this research stated that there is a simultaneous influence between transactional leadership variables, job stress on internal conflict on the employee performance at PT. Bureautika Semesta/DHL Express Indonesia.. And there is one variable which doesn't show a significant of Job Satisfaction internal conflict on the Performance of Employees

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INTRODUCTION

Human Resources (HR) is a very important asset for every organization to achieve a predetermined goal and work is a predetermined goal and work is a right and obligation for employees who devote themselves to an organization, both in government and private organizations (Fachrizal Satrio Putro Yuwono et al., 2023). Every company must be able to maintain, maintain and improve the quality of the performance of its employees. The flow of globalization influences the high level of competition so that organizations are



required to implement strategies to win the competition. Competent Human Resources have the power to implement strategies so that the organization can achieve its goals and quality will provide the power to implement strategies so that the organization can achieve its goals (Bairizki, 2020). The most important thing that must be done by the company is how employees can enjoy their work so that employees can do their work without any pressure from company leaders.

Transactional Leadership is centered on *leader follower* exchange where followers perform according to the will and direction of the leaders and positive leaders appreciate efforts and as a basis is a reward that can be negative such as punitive action, if followers fail to comply or can be positive such as praise and recognition, if subordinates comply with the intent and direction desired by a leader to achieve the given goals (Duryat, 2021). Transactional leadership provides high satisfaction, organizational identification, and is also known as managerial leadership that focuses on the role of supervision and organization where leaders encourage the compliance of their followers through rewards and punishments (Iswahyudi et al., 2023). According to Yulk (2010:306) there are two types of transactional leadership behavior, namely related to awards and passive management with the exception of those needed to get awards and the use of incentives (Suminar et al., 2015).

Challenges in work do not exist if someone does not have a level of stress, while increasing stress on job satisfaction tends to increase, this is because stress helps employees to direct all resources in meeting various requirements or work needs and encourages employees to respond to work challenges, According to Handoko (2012) Stress is a condition where a person experiences tension due to conditions that affect it, these conditions can be obtained from within a person or from the environment outside a person (Wartono & Mochtar, 2015). Stress can have a negative impact on the psychological and biological conditions of employees. Internal conflict affects employee performance, the conflict that occurs will have an impact on employee performance. Employees will experience internal conflict less enthusiastic work. As a result, it will affect employee performance.

Internal conflict is a conflict that occurs within a person, based on feelings of joy, sorrow, happiness, and disappointment. Examples include: the conflict between belief and doubt, the choice between two beliefs (religion), and the choice between religious obedience and secularism. However, the conflict referred to here is one caused by a lack of concern for the work of colleagues.

As Kartono and Andari stated, "Children with physical disabilities generally feel ashamed and suffer mentally. Their future feels dark, filled with shame, fear, and constant doubt. Thus, their nervous system is always tense. These children will always feel like failures in their endeavors. There is a shadow of fear, because they think that others are capable of doing a task, while they themselves are unable to do it."

A company's success depends heavily on its performance. A company's performance depends on the performance of its employees, each of whom is a driving force behind its operations. Good employee performance directly impacts the company's progress or decline.

Employee performance refers to an employee's ability to carry out all of their assigned tasks. These tasks are typically based on predetermined success indicators. As a result, employees are identified at a specific performance level, such as high, medium, or low performance, or can also be categorized as exceeding, meeting, or below targets.

Therefore, performance can be defined as the overall performance of an employee.

Performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. Performance can be viewed from various perspectives depending on the goals of each organization (for example for *profit* or for *customer satisfaction*) and also depending on the form of the organization itself (for example *public organizations*, private organizations, private organizations or social organizations). Various expressions such as *output*, efficiency, and effectiveness are related to performance.

Referring to the conditions above, it is highly recommended for a company to manage its human resources effectively. Human resources are a vital asset within a company. Employees are always expected to deliver high performance, as high performance can positively impact the achievement of company goals. To achieve high employee performance, a company must be able to manage the variables that can influence employee performance. These variables include transactional leadership, work stress, internal conflict, and performance.

Considering the importance of the above variables for achieving company goals, Indonesia often experience various problems, such as inconsistencies in employee working hours, too much work so that employees are unable to complete it on time, work conditions that make them feel bored and tired of doing their work.

The phenomenon occurring at PT Birotika Semesta / *DHL EXPRESS* is similar to the theory explained above, namely that transactional leadership, work stress, and internal conflict significantly impact employee performance. This can be seen in work activities that appear monotonous, infrequent, or almost non-existent, and employees who are too relaxed in their work, appearing to lack enthusiasm. This problem is supported by absence data, which shows that late hours increase each month, while absenteeism and early departures are also quite high each month. The absence data is as follows:

Table 1.

Employee absence data table for October & November, (2018)

Employee	Month	Delay	Come home early	Late and early departure ratio
1-35 Employees	October	382	277	37% & 27%
	November	459	251	44% & 24%

Source: Data Birotika Semesta, 2018

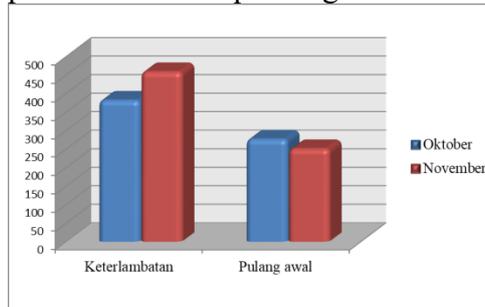
From the table above, it can be seen that employee tardiness increased in the following month, while the number of early absences from employees who left early was also quite large but tended to decrease each month but not significantly. This indicates that the problems that occurred in the company were in terms of work stress and internal conflict at work, this can be influenced by work stress or what was given was not fulfilled, resulting in employee dissatisfaction at work and making employees not enthusiastic and passionate about work so that employees relax when going to the office and ultimately often late and go home too early.

Employee performance refers to an employee's ability to carry out all the tasks for which they are responsible. These tasks are usually based on predetermined success indicators. As a result, employees are identified at a certain performance level, such as high, medium, or low performance, or can also be categorized as exceeding, meeting, or

below targets.

The high daily work pressure for employees makes them increasingly stressed, the competition in the business world is so fast, the progress of science and technology triggers competition in the world of work, both directly and indirectly, causing stress at work and new problems.

This can be seen in work activities that appear monotonous, infrequent, or almost non-existent, and employees who are too relaxed and appear unmotivated. This problem is supported by absence data, which shows that lateness increases each month, while absenteeism and early departures are also quite high each month.



Source: PT. Universal Bureautics, (2018)

Figure 1

Graph of employee absence data for October & November, (2018)

From the graph above, it can be seen that employee tardiness increased in the following month, while the number of early absences from employees who went home was also quite large but tended to decrease each month but not significantly. This identifies that the problems that occurred in the company are in terms of work stress, internal conflict, at work, this can be influenced by transactional leadership, work stress or internal conflict, which results in employee performance at work and makes employees not enthusiastic and passionate about work so that employees relax when going to the office and ultimately often late and go home too early.

Based on the results of the pre-survey above, it is clear that the transactional leadership implemented by the company's leaders is quite good, but in reality, there are still employees who feel that leaders do not always give employees the freedom to express their opinions. This can be seen from the first statement, of 35 respondents, where only 85% of employees answered yes. Then, in the sixth statement, as many as 50% of employees felt that they did not exchange commensurate rewards.

Based on the phenomena or problems that occurred, this can prove that employee performance is less than optimal in the company. Based on the results of the pre-survey data on transactional leadership variables, it can be concluded that employee performance is influenced by transactional leadership at PT. Birotika Semesta.

Based on the pre-survey results above, it can be seen that 80% of respondents answered that work standards that are too high make me feel stressed and 80% of respondents answered that they feel overworked for my job. Based on the phenomena or problems that occurred, this can prove that the level of work stress of employees at PT. Birotika Semesta is still high. Work stress tends to affect employee performance on a daily basis. Employee tardiness increased in the following month, while employee absences who left early were also quite large in number but tended to decrease each month but not significantly. This indicates that the problem occurring in the company is work

stress.

Based on the results of the pre-survey, it showed that 50% of respondents answered that coworkers prioritized their own affairs and work without support in this job, out of 80% of respondents' answers. This proves that internal conflict at PT. Birotika Semesta must be fixed because it affects daily performance.

Formulation of research problems

Based on the description above, the problems in this research can be formulated as follows:

1. Does Transactional Leadership Influence Employee Performance at PT. Birotika Semesta?
2. Does work stress affect the performance of PT Birotika Semesta employees?
3. Does Internal Conflict Affect Employee Performance at PT. Birotika Semesta?

Research purposes

- a. To determine the extent to which Transactional Leadership influences employee performance at PT. Birotika Semesta.
- b. To determine the influence of work stress on the performance of PT. Birotika Semesta employees.
- c. To determine the influence of internal conflict on the performance of PT. Birotika Semesta employees.

LITERATURE REVIEW, CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

Human Resource Management

Human resources are closely related to human resource management within a company. Human resources are a factor of production that requires special attention from a company. Because humans are the driving force behind company activities, human resource management focuses on personnel issues. According to Hasibuan (2012), human resource management is the science and art of regulating the relationships and roles of the workforce to effectively and efficiently help achieve the goals of the company, employees, and society (Ichsan et al., 2021).

Meanwhile, according to (Mangkunegara, 2011), human resource management is the planning, organizing, directing and supervising of activities for procurement, development, compensation, integration, maintenance and release of human resources in order to achieve various individual, organizational and community goals (Herlambang & Nitisemito, n.d.).

Based on the several definitions above, the author defines human resource management as the science and art of developing and maintaining human resources so that organizational goals can be achieved effectively and efficiently.

Transactional Leadership

According to Robbins and Judge, in their book entitled *Organizational Behavior* (2015), "Leadership is the ability to influence a group towards achieving a vision or stated goal." (Wulandari, 2021)

According to Wirjana, in his book entitled "Achieving Quality Management" (2007), "Leadership is the main aspect of achieving success organization, therefore it is

appropriate to study it in depth so that the organization's vision, mission and programs can be realized."(Usman et al., 2022)

According to Hasibuan in his book entitled Human Resource Management. Revised Edition (2009), "Leadership is the way a leader influences the behavior of subordinates so that they are willing to work together productively to achieve goals." organization".(Ajabar, 2024)

Based on the definition of leadership above, it can be concluded that leadership is the main aspect in an organization that influences a group or subordinates to realize the vision, mission and goals of an organization so as to achieve organizational success.

Dimensions and Leadership Indicators Transactional

- (a) Conditional Rewards: Executing a contractual exchange between rewards and effort, promising rewards for good performance, and recognizing achievements that are obtained.
- (b) Management by Exception (active): Observe and look for deviations from rules and standards, and take corrective action.
- (c) Management by Exception (passive): Done only if standards are not met. achieved.
- (d) *Laissez-Faire* : Abdicating responsibility and avoiding decision-making. *Laissez-Faire* is the most passive model and therefore the least effective leadership behavior. Leaders who use this style are rarely considered effective. Management by exception, whether active or passive, is slightly more effective than *laissez-faire*, but is still considered the least effective type of leadership. Leaders who use management by exception tend to react only when problems arise, often too late. Conditional reward leadership can be an effective leadership style. However, this type of leadership fails to encourage employees to work beyond their scope. his duties.

Work stress

(Fahmi, 2021) define stress as a dynamic condition in which an individual is faced with opportunities, demands, or resources related to what the individual desires and the outcome is perceived as uncertain and important. Meanwhile, according to (Mangkunegara, 2011), stress is a feeling of pressure experienced by employees when facing work. This can be seen from unstable emotions, feelings of restlessness, increased blood pressure and digestive disorders. Meanwhile, the definition of stress according to (Fahmi, 2021) is a condition experienced by an individual in facing an opportunity, obstacle, or demand whose outcome is perceived as uncertain but important. According to Mumpuni and Wulandari (2010), some of the consequences that appear if someone is experiencing stress include: fatigue at work, psychomatic (mental and physical disturbance of a person), trauma and caring exhaustion.(Noor et al., 2016)

Dimensions and Indicators of Work Stress

- 1) Physiological indicators include:
 - a) Increases heart rate and breathing
 - b) Increase blood pressure
 - c) Causes headaches

- 2) Psychological indicators include:
 - a) Job stress
 - b) Job boredom or boredom
 - c) Procrastination
- 3) Behavioral indicators include:
 - a) Changes in productivity or performance levels
 - b) Uneasy speech
 - c) Anxiety

Internal Conflict

Panji (2010) Conflict is an attitude of mutual self-defense between at least two groups, which have different goals and views, in an effort to achieve one goal so that they are in a position of opposition, not cooperation (AMIRUDDIN, 2021). Meanwhile. According to (Fahmi, 2021) there are views on conflict, namely the traditional view of conflict and the interactionist view of conflict. The traditional view of conflict is the belief that all conflict is dangerous and must be avoided, while the interactionist view of conflict is not only a positive force in a team but also necessary for a team to work more effectively. The interactionist view does not state that all conflict is good, it is distinguished into functional conflict where conflict supports and improves team performance and dysfunctional conflict, namely conflict that hinders team performance.

Dimensions of Internal Conflict

- 1) Stress conflict
Stress conflict is a high level of conflict and can hinder individuals from carrying out their work, such as the information exchange process.
- 2) Task conflict
Task-based conflict is a conflict that occurs in individuals who experience significant work pressure. Task-based conflict can also be a positive factor, as it stimulates creativity and beneficial divergent thinking.
- 3) Relationship conflict
Individuals experience more stress in response to relationship conflict than task conflict. Relationship conflict has negative consequences for creativity and divergent thinking among individuals. Relationship conflict can often impact team relationships and individual functioning.

Employee performance

Performance according to Sudarmanto (2012) is the result or level of a person as a whole during a certain period while carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance and have been mutually agreed upon. Meanwhile, (Mangkunegara, 2011) performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Meanwhile, (Hasibuan, 2018) performance is a result achieved by a person in carrying out the tasks assigned to him which is based on skills, experience, sincerity and time.

Based on the definitions above, the author can conclude that employee performance is the work results achieved by an employee. This is achieved through the process or execution of their duties in accordance with the responsibilities assigned to

them and based on their skills. Improving employee performance will have a positive impact on company productivity. This situation is a company activity that will be enhanced to create an organizational climate that can produce good employee performance.

Conceptual framework and hypothesis development

The conceptual framework in this study aims to obtain a research direction that shows that there is a relationship between transactional leadership, work stress, and internal conflict that affects employee performance, so the conceptual framework can be taken with a line of thought that is depicted in the structure diagram as in the image below:

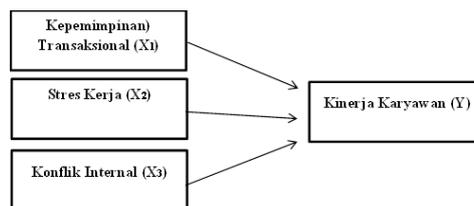


Figure 2
Conceptual framework model of research

Information:

- 1) Independent variables, whose values are not directly related to other values, variables are given the symbol (X), including:
 - X1 : Transactional Leadership
 - X2 : Work Stress
 - X3 : Internal Conflict
- 2) Dependent variable, a variable whose value depends on another variable, the variable is given the symbol (Y)
 - Y : Employee performance

Hypothesis

- H1 = Work stress affects employee performance at PT. Birotika Semesta (2018)/DHL EXPRESS INDONESIA.
- H2 = Transactional leadership has a positive effect on employee performance at PT. Birotika Semesta (2018)/DHL EXPRESS INDONESIA.
- H3 = Internal conflict has a positive effect on employee performance at PT. Birotika Semesta (2018)/DHL EXPRESS INDONESIA.

RESEARCH METHODS

Time and place of research

The research process began with identifying problems at the research site, formulating the identified problems, gathering theoretical foundations to strengthen the variables, organizing data collection, developing instruments, and determining the statistical testing techniques used. The research period was from March 2018 to November 2018.

Research location

To obtain data for the preparation of the proposal, the author took the research location at PT. Birotika Semesta/DHL EXPRESS INDONESIA which is located at Cargo area 510 Soekarno - Hatta Airport.

Research design

In compiling this research, the author used the causal analysis method. According to Sugiyono (2016), causal research is research that aims to determine the causal relationship between *independent variables* and *dependent variables*. In this case, to determine the effect of transactional leadership, work stress, and internal conflict on employee performance at PT. Birotika Semesta in 2018, by testing statistics to determine whether leadership, work stress and internal conflict have an influence on employee performance. (Rahmadhani, 2019)

Measurement scale

In this study, the measurement method used was the *Likert scale*, which is used to measure the attitudes, opinions, and perceptions of an individual or group of people regarding social phenomena (Sugiyono, 2016). The *Likert scale* uses five levels of answers, namely:

<i>Likert Scale</i>	
Answer	Score
Strongly agree	5
Agree	4
Quite agree	3
Don't agree	2
Strongly disagree	1

Source: Sugiyono (2016)

Population and research sample

According to Sugiyono (2016), population is "a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and conclusions drawn. The population in this study is all employees of the *customs clearance department* of PT. Birotika Semesta with a total of 35 people.

(Rahmadhani, 2019) a sample is a portion of the number and characteristics possessed by the population. The method used was saturated sampling consisting of 35 respondents, namely by approaching respondents and asking whether they were willing to fill out the questionnaire that we distributed or not.

Data collection technique

There are two main factors that influence the quality of research data: the quality of the research instrument and the quality of data collection. The quality of the research instrument relates to the validity and reliability of the instrument, while the quality of data collection relates to the accuracy of the methods used to collect the data. Therefore, even instruments that have been tested for validity and reliability may not necessarily produce valid and reliable data if they are not used appropriately in data collection.

According to Sugiyono (2016), data collection techniques can be carried out through *interviews*, questionnaires, observations, and a combination of the three. Based on this theory, the data collection method used in this study is the questionnaire technique. According to Sugiyono (2016), a questionnaire is a data collection technique carried out by providing a set of written questions or statements to respondents to answer. A questionnaire is an efficient data collection technique if the researcher knows exactly which variables to measure and what to expect from respondents.

RESULTS AND DISCUSSION

Normality Test Results

According to Dajan (in Anshari *et al.*, 2014), the purpose of the normality test is to determine whether each residual variable is normally distributed. The normality test is necessary because it allows for testing other variables by assuming that the residual values follow a normal distribution. The normality assumption test uses the Kolmogorov-Smirnov statistic as follows:

Table 2
Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	.86196649
Most Extreme Differences	Absolute	.078
	Positive	.078
	Negative	-.056
Test Statistics		.078
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.

Source: SPSS 23 Processing Results

Based on the test results using the KS method, the calculation results obtained the Asymp sig Unstandardized Residual Regression value, which is 0.200 above 0.05, so it can be stated that the residuals in this study have met the assumption of normally distributed data.

Multicollinearity Test Results

A good regression model should not have any correlation between independent variables. The cut-off value commonly used to indicate the presence of multicollinearity is a tolerance value ≥ 0.10 and a VIF value ≤ 10 . The results of data processing using the SPSS 23 program are as follows:

Table 3
Multicollinearity Test Results
Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	26,621	6,701		3,973	.000		
Transactional Leadership	.623	.123	.549	5,068	.000	.877	1,140
Work Stress	-.577	-.139	-.595	3,775	-.025	.668	1,496
Internal Conflict	-.968	.234	-.540	4.141	.000	.604	1,657

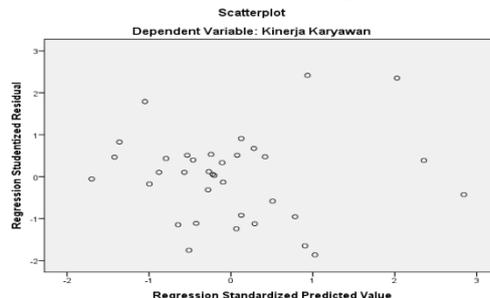
a. Dependent Variable: Employee Performance

Source: SPSS 23 Processing Results

Based on Table 3, the results of multicollinearity test data processing using SPSS 23 show that the three independent variables show a tolerance value for the transactional leadership variable of 0.877, the work stress variable of 0.668, and the internal conflict variable of 0.604 greater than 0.10, and the VIF value for the transactional leadership variable of 1.140, the work stress variable of 1.496, and the internal conflict variable of 1.657 less than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

Heteroscedasticity Test Results

The heteroscedasticity test aims to determine whether there is inequality *in the variance* of residuals from one observation to another in a regression model. If *the variance* from one observation to another remains constant, it is called homoscedasticity; if it differs, it is called heteroscedasticity. A good regression model is one that is homoscedastic or does not exhibit heteroscedasticity.



Source: SPSS 23 Processing Results

Figure 3
Heteroscedasticity Test Results

Based on the results of data processing in SPSS 2.3, the diagram in Figure 4.1 can be seen that the data (points) are spread randomly and are spread both above and below the number 0 on the axis and do not form a particular pattern so that it can be concluded that this regression test does not experience heteroscedasticity interference.

Multiple Linear Regression Analysis Test Results

Multiple linear regression analysis is used to examine the variables that influence the independent variable *on* the dependent *variable*.

Table 4
Multiple Linear Regression Analysis Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	26,621	6,701		3,973	.000		
Transactional Leadership	.623	.123	.549	5,068	.000	.877	1,140
Work Stress	-.577	-.139	-.595	3,775	-.025	.668	1,496
Internal Conflict	-.968	.234	-.540	4.141	.000	.604	1,657

a. Dependent Variable: Employee Performance

Source: SPSS 23 Processing Results

Based on the table, the formula for the multiple linear regression equation for the independent variables (transactional leadership, internal conflict, and work stress) on the dependent variable (employee performance) can be obtained as follows:

$$Y = a + b_1 X_1 - b_2 X_2 - b_3 X_3 + e$$

$$Y = 26.621 + 0.623 X_1 - 0.577 X_2 - 0.968 X_3 + e$$

Where:

- Y = Employee Performance
- a = Constant
- X₁ = Transactional Leadership
- X₂ = Work Stress
- X₃ = Internal Conflict
- e = error

From this equation it can be concluded as follows:

1. The constant of 26.621 is the intersection of the regression line with the Y-axis which shows the performance of PT. Birotika Semesta employees when the independent variables, namely transactional leadership (X1), internal conflict (X2) and work stress (X3) are equal to zero (0).
2. Transactional leadership variables (X1) has a positive regression coefficient, meaning that if the variable is transactional leadership (X1) increases by one unit,



then the performance of PT. Birotika Semesta employees will experience an increase by the value of the regression coefficient, namely 0.623, assuming that other independent variables remain constant.

3. work stress variable (X2) has a positive regression coefficient, meaning that if the work stress variable (X2) increases by one unit, the performance of PT. Birotika Semesta employees will experience a decrease by the value of the regression coefficient, namely 0.577, assuming that other independent variables remain constant.
4. internal conflict variable (X3) has a negative regression coefficient, meaning that if the internal conflict variable (X3) increases by one unit, the employee performance of PT. Birotika Semesta will experience a decrease by the value of the regression coefficient, namely 0.968, assuming that other independent variables remain constant.

Hypothesis Test Results

Results of the Determination Coefficient Test (R^2)

The coefficient of determination is used to determine how much influence the independent variables have on the dependent variable. The coefficient of determination value used is *the adjusted R square*.

Table 5
Results of the Determination Coefficient Test (R^2)
Model Summary ^b

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.825 ^a	.681	.650	2,313

a. Predictors: (Constant), Job Stress, Transactional Leadership, Internal Conflict

b. Dependent Variable: Employee Performance

Source: SPSS 23 Processing Results

Based on the table, the coefficient of determination (adjusted R^2) is 0.650, meaning that 65.0% of employee performance can be explained by transactional leadership, internal conflict, and work stress. Meanwhile, 35.0% is explained by other variables not included in this research model.

Model Accuracy Test Results

The simultaneous significance test, or f-test, is used to determine whether the results of a regression analysis are significant. The significance level used is 0.05. If the probability or significance is greater than 0.05, then H_0 is accepted or H_a is rejected. If the probability or significance is less than 0.05, then H_0 is rejected and H_a is accepted.

Table 6
Model Accuracy Test Results ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	354,522	3	118,174	22,085	.000 ^b
	Residual	165,878	31	5,351		
	Total	520,400	34			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Job Stress, Transactional Leadership, Internal Conflict

Source: SPSS 23 Processing Results

Based on table 4.18, it can be seen that the calculated f value is $22.085 > 2.689$ or the calculated f is greater than the table f value and the significance value is 0.000 or less than 0.05, so H_0 is rejected and H_a is accepted, so it can be stated that transactional leadership, internal conflict, and work stress together have a significant effect on employee performance.

Partial Significance Test Results (t-Test)

Partial or individual tests are used to determine whether an independent variable has a significant effect on the dependent variable. Decision-making can be done by examining its probability/significance, namely:

1. If the probability/significance > 0.05 then H_0 is accepted and H_a is rejected.
2. If the probability/significance < 0.05 then H_0 is rejected and H_a is accepted.

Table 7
Results of Partial Significance Test (t-Test) Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	26,621	6,701		3,973	.000		
Transactional Leadership	.623	.123	.549	5,068	.000	.877	1,140
Work Stress	-.577	-.139	-.595	3,775	-.025	.668	1,496
Internal Conflict	-.968	.234	-.540	4.141	.000	.604	1,657

a. Dependent Variable: Employee Performance

Source: SPSS 23 Processing Results

a. Hypothesis Testing of the Influence of Transactional Leadership on Employee Performance

Based on the table, it can be seen that the calculated t value for transactional leadership (X_1) is 5.068, which is greater than the t table value of 2.039 and the significant value of the transactional leadership variable is 0.000 or less than 0.05 so

that H_0 is rejected and H_a is accepted, so it can be stated that the transactional leadership variable partially has a positive and significant effect on employee performance.

- b. Hypothesis Testing of the Effect of Work Stress on Employee Performance
Based on the table, it can be seen that the calculated t value for the work stress variable (X_2) is 3.775, which is greater than the t table value of 2.039 and the significant value of the work stress variable is 0.025 or less than 0.05 so that H_0 is rejected and H_a is accepted, so it can be stated that the work stress variable partially has a negative and significant effect on employee performance.
- c. Hypothesis Testing of the Effect of Internal Conflict on Employee Performance
Based on the table, it can be seen that the calculated t value for the internal conflict variable (X_3) is 4.141, which is greater than the t table value of 2.039 and the significant value of internal conflict is 0.000 or less than 0.05 so that H_0 is rejected and H_a is accepted, so it can be stated that the internal conflict variable partially has a negative and significant effect on employee performance.

Discussion of Research Results

The Influence of Transactional Leadership on Employee Performance

Based on the results of the first hypothesis test which shows that transactional leadership has a positive and significant effect on employee performance. The results of this hypothesis are also strengthened by research by Hotono, *et al* (2017), transactional leadership has a positive effect on employee performance. The results of research by Tatilu *et al* (2014) show that transactional leadership has a significant effect on employee performance. The results of research by Maulida (2017) show that transactional leadership has a significant effect on employee performance. The results of research by Anggini *et al* (2018) show that transactional leadership has a significant effect on employee performance. Likewise, the results of research by Brahim (2015) show that transactional leadership has a significant and positive effect on employee performance. In this study, transactional leadership has a significance level of 0.000 where the value is smaller than the significance level of 0.05, the hypothesis we accept is H_{a1} , so it can be concluded that the transactional leadership variable (X_1) has a significant effect on employee performance at PT. Birotika Semesta.

The Influence of Work Stress on Employee Performance

Based on the results of the second hypothesis test which shows that work stress has a negative effect on employee performance. The results of this hypothesis are also strengthened by the research of Kusuma and Soesatyo (2014), work stress has a negative effect on employee performance. Jumadi *et al* (2018), found that the results of the study showed that work stress had a significant and negative effect on employee performance. The results of Asri's (2018) study showed results where work stress had a significant effect on employee performance. Research from Soelton *et al* (2018) also showed results that work stress had a significant effect on employee performance. Soelton and Yasintha (2018), showed research results that work stress had a significant and negative effect on employee performance. Another study from Soelton *et al* (2018) also showed the same results, where work stress had a significant effect on employee performance. In this study, work stress has a significance level of 0.025 where the value is smaller than the significance level of 0.05, the hypothesis we accept is H_{a2} , so it can be concluded that

the work stress variable (X2) has a significant effect on employee performance at PT. Birotika Semesta.

The Influence of Internal Conflict on Employee Performance

Based on the results of the third hypothesis test which shows that internal conflict has a negative and significant effect on employee performance. The results of this hypothesis are also supported by Apriyanti's (2010) research, internal conflict has a negative effect on employee performance. The results of Syahril's (2016) research show the same thing, where internal conflict has a significant effect on employee performance. The same results were obtained from Dianti's (2017) research, where internal conflict has an effect on employee performance. In this study, internal conflict has a significance level of 0.000 where the value is smaller than the significance level of 0.05, the hypothesis we accept is Ha3, so it can be concluded that the internal conflict variable (X3) has a significant effect on employee performance at PT. Birotika Semesta.

V CONCLUSIONS AND SUGGESTIONS

Conclusion

Based on the research that has been conducted, the following conclusions can be obtained:

1. Transactional Leadership has a positive and significant effect on Employee Performance at PT. Birotika Semesta, meaning that if transactional leadership is good, employee performance will be good.
2. Internal Conflict has a negative and significant effect on Employee Performance PT. Birotika Semesta, meaning that if internal conflicts occur continuously, employee performance will be less than optimal.
3. Work stress has a negative and significant impact on employee performance at PT Birotika Semesta, meaning that if work stress occurs continuously, employee performance will be less good.

Suggestion

1. For Companies
 - a. Based on the results of the description of respondents' answers, it can be seen from the lowest average value of the transactional leadership variable in the KT1 indicator with a value of 1.51, namely the average respondent answered "strongly disagree" to the statement " leaders provide freedom for employees to express opinions". Suggestions that can be taken into consideration are that it is hoped that company leaders can provide opportunities for employees to express opinions because with openness between leaders and employees, a synergistic work environment will be created.

With the freedom to express opinions, employees have the opportunity to address emerging issues and offer suggestions that might help resolve them, as they are the ones most familiar with issues, particularly operational issues. By allowing employees to express their opinions, the company can minimize the negative impact of emerging issues by addressing them quickly.
 - b. Based on the results of the description of respondents' answers, it can be seen from the lowest average value of the work stress variable in the SK4 indicator with a value of 3.60, namely the average respondent answered "neutral" to the statement

" I feel I don't have time to take a break." Employees do not have time to take a break due to the large workload borne by the employees.

Therefore, a suggestion that can be considered is that companies should provide workloads that are commensurate with employees' work capacity, because a workload that exceeds an employee's capacity can force them to complete tasks they are unable to complete while maintaining quality results. If employees are given tasks that are commensurate with their capacity, the work will be completed well in terms of both quantity and quality.

- c. Based on the results of the description of respondents' answers, it can be seen from the lowest average value of the internal conflict variable in the KI4 indicator with a value of 3.60, namely the average respondent answered "neutral" to the statement " a lot of pressure at work ". Pressure at work is caused by the attitude of leaders who make employees always suppress work problems that occur in the work environment and the existence of tasks that exceed the employee's work capacity.

Suggestions that can be considered are that leaders should give employees the freedom to convey problems that occur and leaders must always evaluate the tasks that have been given to employees. If there is a gap between the tasks given and the results obtained, then the leader must re-analyze whether the work given to employees is appropriate both in terms of competence and workload. If these gaps can be avoided/overcome, employees will not experience stress at work.

2. For Further Researchers

In connection with this research having limitations in conducting research, it is suggested for further researchers who want to research related to the variables contained in this research, namely transactional leadership, work stress, internal conflict, and employee performance, so that further research can develop other variables such as work environment, communication, compensation, workload, communication, training, and job satisfaction so that it can be a reference for researching variables that have never been done or using other research objects and by increasing the number of respondents in different research objects.

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