

The Influence of Autocratic Leadership Style And Work Conflict, On Employee Performance At CV Tiga Putri Sukabumi

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ABSTRACT

The purpose of this study was to determine the autocratic leadership style, work conflict, and employee performance at CV Tiga Putri Sukabumi, and to determine the effect of autocratic leadership style and work conflict on employee performance at CV Tiga Putri Sukabumi. The research method used is descriptive and verification. The population used are employees of the production section of CV. Tiga Putri Sukabumi with a sample of 60 respondents. The data analysis technique used is multiple linear regression and hypothesis testing. The result of this research is that the autocratic leadership style applied to CV Tiga Putri Sukabumi is considered less good. Work conflict at CV Tiga Putri Sukabumi is considered high and employee performance at CV Tiga Putri Sukabumi is still considered not high enough. Leadership style and work conflict simultaneously or partially have a significant effect on employee performance at CV Tiga Putri Sukabumi.

Keywords: Autocratic Leadership Style, Work Conflict, Employee Performance.

INTRODUCTION

Mangkunegara (2015) argues that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Sedarmayanti (2015) defines that performance is a translation of performance which means the work of a worker, a management process or an organization as a whole where the results of the work must be shown concrete evidence and can be measured (compared to predetermined standards). In a company, effective leadership is strongly influenced by the personality of the leader. Every leader needs to have personality aspects that can support his efforts in realizing effective human relations with members of his organization. The success or failure of an organization is determined by many things, one of which is the leadership that

runs within the organization. Leadership as a process of directing and influencing activities related to the tasks of group members. There are three different types of leadership styles in a company, namely: Democratic leadership style, Autocratic leadership style. Every leader must be able to move other people or their employees to achieve company goals. Leadership in the organization is directed to influence the people they lead, to want to act as expected or directed by other people who lead them. (Sutikno, 2014). Work conflict is a relationship problem in interpersonal communication. In companies, work conflicts often occur because of differences of opinion between employees and leaders, then often also occurs due to a lack of trust in all employees and more dominant trust in one employee.

This research was conducted at CV Tiga Putri Sukabumi which is engaged

in the production of cotton mattresses
having its address at Kp. Ciburial Mount

Guruh Sukabumi, West Java.

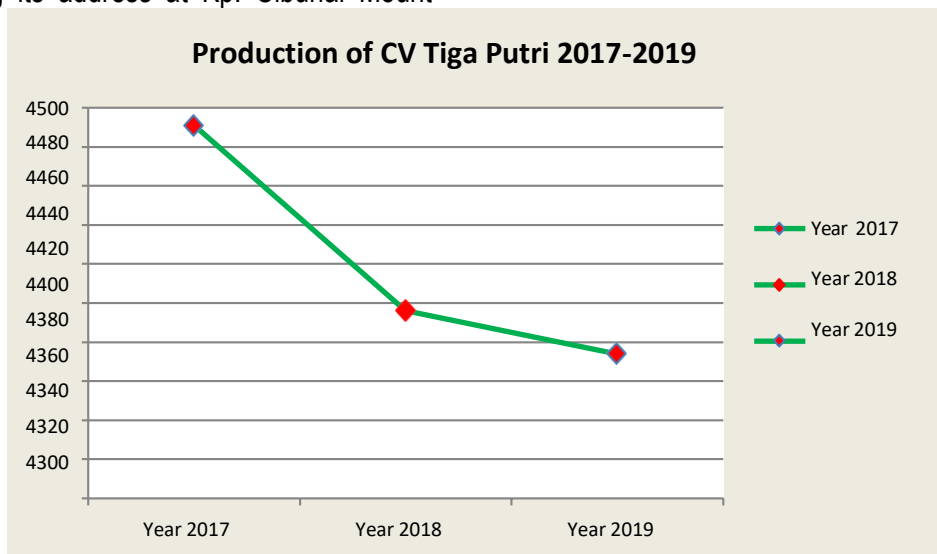


Figure 1. Production Chart of CV Tiga Putri Period 2017 – 2019
Source: CV Tiga Putri, 2020

Based on Figure 1 above, it can be seen that the production of CV Tiga Putri experienced a significant decline, especially production in 2018 and continues to decline. The decline was allegedly due to CV Tiga Putri experiencing a decrease in the number of employees due to high employee turnover. Thus the management of CV Tiga Putri must pay attention to the symptoms of a decrease in production caused by a decrease in the number of employees, the company must explore what problems caused employees to leave and be laid off. Performance degradation can be caused by many factors. The phenomenon that the author found in CV Tiga Putri based on the results of interviews conducted with several employees that there are problems in the way leaders lead employees.

To find out the work conflict that occurred in CV Tiga Putri, researchers conducted a pre-survey of 30 respondents regarding work conflict, it can be seen that there was a work conflict between employees of CV Tiga Putri based on the results of the dominant respondents who agreed that there was a work conflict as many as 17 respondents (58%), while those who disagreed were 13 respondents

(42%). Thus, overall respondents think that there is a work conflict between employees at CV Tiga Putri, this of course needs attention for CV Tiga Putri because if it is not addressed it will have an impact on employee performance and productivity will also continue to decline due to disputes between employees.

Based on the background of the study, the identification of the problems in this study are as follows:

1. How does autocratic leadership style affect employee performance at CV Tiga Putri Sukabumi?
2. How does conflict affect employee performance at CV Tiga Putri Sukabumi?
3. How is the effect of autocratic leadership style and conflict on employee performance at CV Tiga Putri Sukabumi?

The Effect of Authoritarian Leadership Style on Employee Performance

Robbins and Coulter (2015) autocratic leadership style describes leaders who tend to concentrate power on themselves, dictate how tasks should be completed, make decisions unilaterally, and minimize. Robbins (2014) states that

performance is positively influenced when the leader compensates for the things that are lacking in employees in work situations. In theory, according to Stoner (2014) states that leadership styles are various patterns of behavior that are preferred by leaders in the process of directing and influencing workers. If the leader is able to agilely, intelligently, quickly and wisely make the right decisions, then the organization or company can function effectively and efficiently.

Research by Istiqomah Qodriani and Fajrin Heru Susilo (2018), Novita Angela Mamahit (2016), Maria Kristina Situmorang (2018), and research by Nurfani Rozalina (2013) which examines the influence of leadership style in a company on employee performance, the overall results of the study state that overall partial leadership style has an effect on employee performance.

H1: Authoritarian leadership style affects employee performance.

The Effect of Work Conflict on Employee Performance

Veithzal Rivai (2015) defines work conflict as a discrepancy between two or more members or groups (in an organization/company) who have to share limited resources or work activities and/or due to the fact that they have different statuses, goals, values, or perception. As stated by Davis and Newstrom translated by Marwansyah and Mukaram (2014) work conflict is a discrepancy or difference between the goals to be achieved or the methods used to achieve these goals. Davis and Newstrom translated by Marwansyah and Mukaram (2014) work conflict is a discrepancy or difference between the goals to be achieved or the methods used to achieve these goals.

The research of Andri Ramadhan Walangantu Harry J. Sumampouw Henny S. Tarore (2018), Agung Surya Dwianto, et al (2019), Novita Angela Mamahit (2016), Marchell Pangemanan (2016), and

research by Maria Kristina Situmorang (2018), show that conflict work can significantly affect the performance of employees of a company.

H2: Work conflict affects employee performance”.

The Influence of Leadership Style and Work Conflict on Performance

Mangkunegara (2015) argues that the quality and quantity of work achieved by an employee in carrying out their duties are in accordance with the responsibilities given to him. This opinion is reinforced by Rivai's opinion as quoted by Suwatno (2015) that performance is the result of the work of employees within the scope of their responsibilities. Meanwhile, according to Moehariono (2014) performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, mission, organization that is poured through the strategic planning of an organization. Mangkunegara (2015) argues that the quality and quantity of work achieved by an employee in carrying out their duties are in accordance with the responsibilities given to him. This opinion is reinforced by Rivai's opinion as quoted by Suwatno (2015) that performance is the result of the work of employees within the scope of their responsibilities. Meanwhile, according to Moehariono (2014) performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, mission, organization that is poured through the strategic planning of an organization.

METHODS

The research method used by the author is descriptive method. While the nature of this research is verification. Sugiyono (2016) The population is a generalization area consisting of

objects/subjects/which have certain qualities and characteristics determined by researchers to study and then draw conclusions. based on this, the population studied by the authors are employees of the production section of CV. Three Sukabumi Princesses, totaling 60 people. Due to the population below 100, the number of samples according to the population of 60 people with the sampling method used is saturated/sensed sample. This study uses multiple linear regression models. Data collection techniques used in

this study were through observation, questionnaires, literature study, and documentation.

RESULTS and DISCUSSION

The validity test in this study will be carried out using the Pearson Product Moment correlation test using SPSS version 24. In this study the number of samples taken (n) = 60 with $\alpha = 0.05$ for the results can be seen as follows:

Table 1. Results Validity Test X_1

Statement	r test	r table	Description
S1	0,791	0.2542	Valid
S2	0,448	0.2542	Valid
S3	0,804	0.2542	Valid
S4	0,751	0.2542	Valid
S5	0,765	0.2542	Valid
S6	0,699	0.2542	Valid

Source: SPSS 24 output processed, 2022

Table 2. Results Validity Test X_2

Statement	r test	r table	Description
S7	0,638	0.2542	Valid
S8	0,751	0.2542	Valid
S9	0,690	0.2542	Valid
S10	0,775	0.2542	Valid
S11	0,501	0.2542	Valid
S12	0,637	0.2542	Valid

Source: SPSS 24 output processed, 2022

Table 3. Results Validity Test Y

Statement	r test	r table	Description
S13	0,744	0.2542	Valid
S14	0,597	0.2542	Valid
S15	0,771	0.2542	Valid
S16	0,705	0.2542	Valid
S17	0,817	0.2542	Valid
S18	0,628	0.2542	Valid
S19	0,467	0.2542	Valid
S20	0,694	0.2542	Valid

Source: SPSS 24 output processed, 2022

Based on the results of the validity test, it shows that the correlation value of each statement item with the total score obtained is greater than 0.2542, so it can be explained that the data used is valid and further data analysis can be carried out.

The measuring instrument used is Cronbach's Alpha. A variable being tested is said to be reliable if it gives Cronbach's Alpha value > 0.600 . The calculation tool in this study is to use the SPSS version 24 program. The results of the reliability test are as follows:

Reliability Test

Table 4. Reliability Test of Variables X1, X2 and Y

Reliability Statistics			
Variabel	Cronbach'sAlpha	Cronbach's Alpha Based on Standardized Items	N of Items
X1	0,806	0,805	6
X2	0,745	0,750	6
Y	0,820	0,834	8

Source: SPSS 24 output processed, 2022

This study shows that all research items can be said to be reliable because the reliability coefficient value of Cronbach's Alpha > 0.60 it can be concluded that each variable in this study is reliable.

method is normally distributed or not on the variables used in this study. Good data to be used in a study is data that is normally distributed. In this study, the normality test used SPSS version 24 software and performed the test using the Kolmogorov-Smirnov analysis. The results of the normality test were obtained as follows:

Normality test

The normality test has the aim of knowing whether the data in the regression

Table 5. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,46298752
	Most Extreme Differences	
	Absolute	,061
	Positive	,061
	Negative	-,038
Test Statistic		,061
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.		

In this study, it is normally distributed, it can be seen by looking at the **Multicollinearity Test**

normal conditions of Asymp Sig, namely $0.200 > 0.05$.

Table 6. Multicollinearity Test

Coefficients ^a					
Model		Unstandardized Coefficients		Collinearity Statistics	
		B	Std. Error	Tolerance	VIF
1	(Constant)	5,072	2,725		
	X1	,683	,127	,681	1,468
	X2	,389	,148	,681	1,468

a. Dependent Variable: Y

Source: SPSS 24 output processed, 2022

That the tolerance value is 0.681. Thus, because the tolerance value is 0 and is close to 1, it can be said that there is no significant relationship between the independent variables (X1 and X2) and the **Heteroscedasticity Test**

dependent variable (Y). While the VIF value is 1.468. < 10 , it can be said that there is no collinearity between the independent (X1 and X2) on the dependent variable (Y).

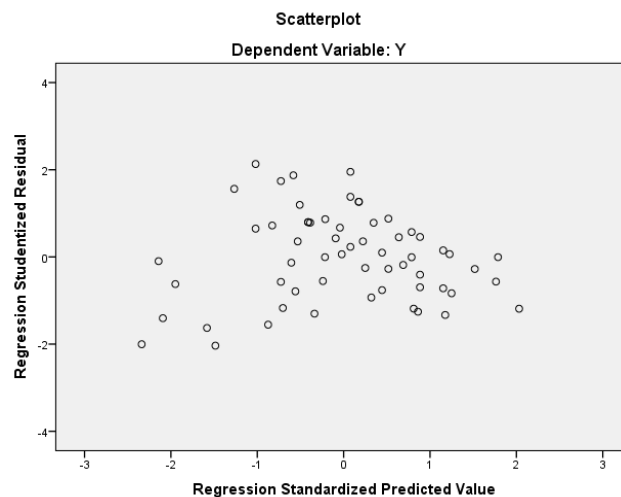


Figure 2. Heteroscedasticity Test

It can be seen that the residual distribution is not homogeneous. This can be seen from the plots that spread and do not form a certain pattern. With these **Correlation coefficient**

results it is proven that there is no symptom of homoscedasticity or the regression equation meets the non-heteroscedasticity assumption.

Table 7. Correlation coefficient

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,755 ^a	,571	,556	3,523
a. Predictors: (Constant), X2, X1				
b. Dependent Variable: Y				

Source: SPSS 24 output processed, 2022

Based on the results of the correlation calculation above, the r value of 0.755 is obtained. This means that autocratic leadership style and work conflict have a strong relationship with performance which is in the interval 0.600 - 0.799.

Coefficient of Determination

To calculate how much influence (contribution) given as a whole can be known through the coefficient of determination (Kd), with the formula:

$$Kd = rs^2 \times 100 \%$$

$$= 0,7552 \times 100 \%$$

$$= 57,10 \%$$

The coefficient of determination (Kd) is 57.10% which means that the

influence of autocratic leadership style and work conflict on employee performance is 57.10%, while the remaining 42.90% is influenced by other variables not examined in this study, such as motivation, compensation, competence, work discipline, workload, work stress, training and others.

Multiple Regression Analysis

This multiple linear regression statistical test was used to analyze the effect between variables, namely autocratic leadership style (X1) and work conflict (X2) on employee performance at CV Tiga Putri Sukabumi. The results of simple linear regression are as follows:

Table 8. Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,072	2,725		1,861	,068
	X1	,683	,127	,565	5,374	,000
	X2	,389	,148	,275	2,619	,011
a. Dependent Variable: Y						

Source: SPSS 24 output processed, 2022

Based on table 8. obtained a simple linear regression equation as follows:

$$Y = 5,072 + 0,683 (X1) + 0,389 (X2) + e$$

The Effect of Autocratic Leadership Style on Performance

It can be seen that t arithmetic 7,911 > t table 2,002 which means Ho is rejected and Ha is accepted. This means that the autocratic leadership style affects the performance of CV Tiga Putri

Sukabumi employees. This research is in line with the research of Istiqomah Qodriani and Fajrin Heru Susilo (2018), Novita Angela Mamahit (2016), Maria Kristina Situmorang (2018), and the research of Nurfani Rozalina (2013) which examines the influence of leadership style in a company on the performance of its employees. The research states that partially leadership style has an effect on employee performance.

The Effect of Work Conflict on Performance

It can be seen that t arithmetic $5.628 > t$ table 2.002 which means H_0 is rejected and H_a is accepted. This means, work conflict affects the performance of employees of CV Tiga Putri Sukabumi. This research is in line with the research of Andri Ramadhan Walangantu Harry J. Sumampouw Henny S. Tarore (2018), Agung Surya Dwianto, Pupung Purnamasari, Yodi Pirmansyah (2019),

Novita Angela Mamahit (2016), Marchell Pangemanan Joyce Lapien Rita Taroreh (2016), and research by Maria Kristina Situmorang (2018), shows that work conflict can significantly affect the performance of employees of a company.

Simultaneous Test (F Test)

The F test is used to test whether there is an effect of the independent variables on the dependent variable simultaneously (together).

Table 9. F-test

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	940,639	2	470,319	37,889	,000 ^b
	Residual	707,545	57	12,413		
	Total	1648,183	59			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

Source: SPSS 24 output processed, 2022

F-test ($37.889 > F$ -table (3.16)), so it is clear that H_0 is rejected and H_1 is accepted. This shows that the model is in accordance with the data (fit). Obtained a significance value of 0.00 where the number is smaller than 0.05 , then H_0 is rejected, so it can be concluded that together autocratic leadership style and work conflict have a significant effect on employee performance. This research is in line with the research of Marchell Pangemanan, Joyce Lapien, and Rita Taroreh (2016) with the title The Effect of Conflict and Leadership on Employee Performance (Study at the regional office of PT. PLN (Persero) Suluttenggo Manado Region, states that simultaneously or together conflict and leadership has an effect on employee performance. Research by Maria Kristina Situmorang (2018) entitled the influence of conflict and leadership style on employee performance at CV. Rajawali Mandiri Indo Jaya Medan states that conflict and leadership style have a negative effect on employee

performance at CV. Rajawali Mandiri Indo jaya field.

CONCLUSIONS and RECOMMENDATIONS

Conclusion

Based on the results of the discussion, it can be concluded that:

1. The results of partial hypothesis testing indicate that there is a significant influence between autocratic leadership style on employee performance at CV Tiga Putri Sukabumi
2. Work conflicts affect the performance of employees of CV Tiga Putri Sukabumi,
3. Leadership style and work conflict simultaneously have a significant effect on employee performance at CV Tiga Putri Sukabumi.

Suggestion

Based on the conclusions, suggestions that can be put forward

include the leaders of CV Tiga Putri Sukabumi should improve the two-way communication system so that the relationship between leaders and subordinates is more harmonious and can create good team work between leaders and employees without any distance and pressure felt by employees .

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