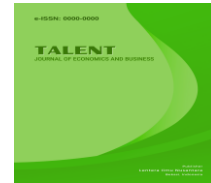




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Enhancing Employee Performance through Conflict Management, Work Environment, and Leadership Style

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Abstract

This research investigates the effects of workload and work-related stress on employee performance. Utilizing a quantitative methodology, the study applied a probability sampling technique, specifically simple random sampling, to collect data from employees via a digital questionnaire. The analysis was conducted using advanced statistical tools supported by SmartPLS 3.0 software. The results demonstrate that both workload and work stress significantly influence employee performance. While these factors contribute positively to productivity, the study emphasizes the necessity of maintaining balanced workload and manageable stress levels to ensure sustained optimal performance. Furthermore, the research recognizes the potential impact of other external variables that may also affect employee performance, which were not included within the study's scope.

Keywords : Workload, Work Stress, Employee Performance

Introduction

The industrial landscape in Indonesia has undergone remarkable advancements in recent years, driven by technological innovation, robust economic growth, and evolving consumer lifestyles. These developments have spurred increased demand across various sectors, such as manufacturing, information technology, and logistics, highlighting society's growing need for diverse and complex products and services. This upward trajectory reflects not only economic progress but also the dynamic nature of consumer expectations in a rapidly changing world. Among the industries experiencing significant growth is the printing sector, which plays a vital role in meeting the rising demand for high-quality printed materials such as packaging, books, brochures, and promotional media. The expansion of the e-commerce industry has further amplified the need for sophisticated printing solutions to enhance branding and marketing efforts. Additionally, advancements in printing technology have driven greater efficiency and quality in production, positioning the printing industry as a key contributor to Indonesia's economic and technological development.

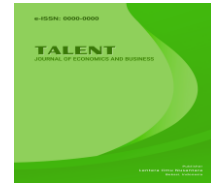
The industry in Indonesia has made significant progress in recent years, especially in terms of increased purchases and demand in various sectors (Qothrunnada et al., 2023). This is inseparable from the development of technology, economic growth, and changes in people's lifestyles. Several sectors such as manufacturing, information technology, and logistics are showing a surge in demand that continues to increase, reflecting the dynamics of society's increasingly complex needs (Sulistiyawati & Munawir, 2024).

One of the industrial sectors that is also experiencing rapid progress is the printing sector. This can be seen from the increasing need for printed products such as packaging, books,



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brochures, and other promotional media. This growth is triggered by the development of the e-commerce sector which requires quality printing services to support branding and product marketing. In addition, the existence of increasingly sophisticated printing technology also encourages efficiency and quality in the production process (Sriyono & Novita, 2024).

However, the progress of the printing business in Bekasi Regency requires the support of skilled and agile human resources (HR). The availability of a competent workforce is very important so that businesses can face the challenges of competition, meet consumer demand, and continue to innovate (Raihansyah et al., 2024). Without the support of quality human resources, business development can be hampered, and even risk stagnation.

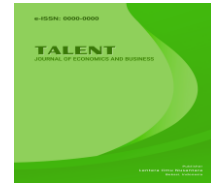
The existence of skilled human resources has a positive impact on employee performance. Employees who have qualified skills and good adaptability will be more productive and able to make a significant contribution to the achievement of organizational goals (Prezita et al., 2024). In the context of the printing business, this includes technical skills in operating printing equipment to managerial skills to ensure operational efficiency.

Employee performance itself refers to the level of ability and effort of individuals in carrying out the tasks given in accordance with the standards that have been set. Good performance is not only characterized by the achievement of targets quantitatively, but also by the quality of work results, time efficiency, and contribution to the success of the team and the organization as a whole. Employees with optimal performance show proactive behavior, are able to work in a team, and provide innovative solutions to job challenges (Ekhsan & Nurlita, n.d.).

The first factor that affects employee performance is Conflict Management. Conflict management is the process of identifying, analyzing, and handling differences of opinion or tension between individuals or groups in an organization (Indah & Nabila Sri Rizkiah, 2024). Well-managed conflicts can be a catalyst for new ideas and innovations, while poorly managed conflicts can lower morale and productivity. Therefore, a thoughtful and proactive approach from management is needed to create a balance between individual needs and organizational goals.

The second factor is Work Environment. The work environment encompasses all aspects that affect the physical, social, and psychological conditions of employees in the workplace. A supportive work environment, such as ergonomic facilities, a conducive work atmosphere, and open communication, can increase employee satisfaction (Diasputri & Handayani, 2024). In addition, a healthy work environment also helps reduce stress, increase motivation, and encourage employees to work more efficiently. On the other hand, a poor work environment can cause mental stress, reduce productivity, and trigger conflicts between employees.

The third factor is Leadership Style. Leadership style is the way a leader directs, motivates, and influences employees to achieve organizational goals (Pramudya et al., 2023). Transformative leadership styles, for example, are able to inspire employees to reach their full potential through approaches that encourage active participation and innovation. Leaders with this style also often emphasize individual development, building strong working relationships, and creating a positive work culture. Conversely, authoritarian or less adaptive leadership styles can lead to demotivation and decreased morale.



Methods

This research adopts a quantitative approach to examine the impact of conflict management, work environment, and leadership style on employee performance. The study relies on primary data collected through questionnaires distributed to 50 respondents. The sampling technique employed is saturated sampling, wherein the entire population is included as the sample. The questionnaire, designed using a Likert scale, measures the key research variables. Data analysis was conducted using SPSS software, encompassing several stages: validity testing to ensure the instrument's precision, reliability testing to evaluate its consistency, and classical assumption tests, including normality, multicollinearity, and heteroscedasticity checks. Multiple linear regression analysis was performed to assess the influence of the independent variables on the dependent variable. Hypothesis testing utilized the t-test to evaluate partial effects and the coefficient of determination (R^2) to measure the explanatory power of the independent variables on the dependent variable. This study aims to deliver valuable empirical insights into the factors influencing employee performance in the printing sector of Bekasi Regency, providing practical recommendations for enhancing organizational effectiveness within the industry.

Results and Discussion

Multiple Linear Regression Analysis

Multiple linear regression is a statistical method used to analyze the relationship between one dependent variable and two or more independent variables. This algorithm allows researchers to understand and measure the extent to which each independent variable affects the dependent variable simultaneously. Using multiple linear regression, we can explore more complex patterns of relationships and provide more accurate predictions about changes that occur in bound variables, based on changes in independent variables. This method is very useful for evaluating the factors that affect a phenomenon, as well as to identify the relative contribution of each independent variable in explaining the variability that exists in the bound variable.

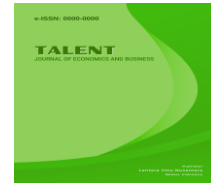
Table 1. Multiple Linear Regression Test Results

	Type	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.402	1.407		-.290	.773
	MK	.436	.138	.380	3.275	.002
	LK	.621	.109	.608	5.787	.000
	GK	.550	.126	.544	4.689	.000

a. Dependent Variable: Y

Source: Data Processed by Researchers (2024)

Based on the results of the multiple linear regression test shown in table 6, it can be formulated as follows:



$$Y = -0,402 + 0,436MK + 0,621LK + 0,55GK + \varepsilon$$

The constant value of -0.402 indicates that if the variables of conflict management, work environment, and leadership style are all zero, the employee performance value will be -0.402. The coefficient of the conflict management variable is 0.436, meaning that a 1% increase in conflict management will result in a 0.436 increase in employee performance, and conversely, a 1% decrease will reduce employee performance by the same value. Similarly, the work environment variable has a coefficient of 0.621, signifying that a 1% improvement in the work environment will lead to a 0.621 increase in employee performance, with the opposite effect for a 1% decline. Lastly, the leadership style variable has a coefficient of 0.55, which implies that a 1% enhancement in leadership style will boost employee performance by 0.55, while a 1% reduction will decrease it by the same amount.

Partial Hypothesis Test

The partial t-test is one of the techniques in regression analysis used to measure the extent of the influence of each independent variable individually in explaining the variation that occurs in the dependent variable. This test aims to determine whether an independent variable has a significant relationship with the dependent variable, by controlling the influence of other independent variables in the model.

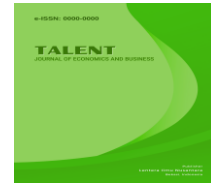
Table 2. Results of Partial Hypothesis Test

Type	Unstandardized Coefficients		Standardized Coefficients		Sig.	
	B	Std. Error	Beta	t		
1	(Constant)-.402	1.407		-.290	.773	
	MK	.436	.138	.380	3.275	.002
	LK	.621	.109	.608	5.787	.000
	GK	.550	.126	.544	4.689	.000

a. Dependent Variable: Y

Source: Data Processed by Researchers (2024)

Based on the results of the partial hypothesis testing shown in table 7 above, it can be seen that the conflict management variable has a significance value of 0.002 which is less than 0.05. So it can be concluded that conflict management variables have a significant effect on employee performance and the first hypothesis is accepted. Furthermore, it is known that the work environment variable has a significance value of 0.000 which is less than 0.05. So it can be concluded that the work environment variable has a significant effect on employee performance and the second hypothesis is accepted. Then it was found that the leadership style variable had a significance value of 0.000 which was less than 0.05. So it can be concluded that the leadership style variable has a significant effect on employee performance and the third hypothesis is accepted.



Coefficient of Determination Test

Table 3. Determination Coefficient Test Results

Type	R	R Square	Adjusted R Square
1	.788a	.749	.726

Source: Data Processed by Researchers (2024)

Based on the table above, it can be seen that an R value of 0.788 means 78.8%, indicating that the relationship between conflict management variables, work environment, and leadership style has a strong relationship. The R square value of 0.749 which means that 74.9% of the variation in employee performance variables can be explained by the variables of conflict management, work environment, and leadership style, while the remaining 25.1% is explained by other factors that are not included in this study.

The Effect of Conflict Management on Employee Performance

The hypothesis testing results indicate that conflict management significantly impacts employee performance, confirming the acceptance of this hypothesis. Conflict management plays a vital role in enhancing employee performance, as workplace conflicts are almost inevitable. Conflicts often emerge from differences in goals, needs, or perspectives among individuals or organizational units. When managed effectively, conflicts can serve as opportunities to improve communication, define roles more clearly, and develop innovative solutions that align with organizational objectives. Conversely, poorly handled conflicts can escalate tensions, damage working relationships, lower motivation, and disrupt productivity. These findings are consistent with prior research. Ndruru (2023) identified a significant relationship between conflict management and employee performance, highlighting its importance in the workplace. Similarly, Jumawan et al. (2024) concluded that effective conflict management is a key factor in driving employee performance, reinforcing the critical nature of this variable in organizational success.

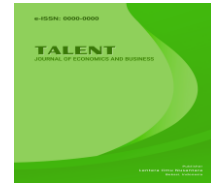
The Influence of the Work Environment on Employee Performance

The results of hypothesis testing confirm that the work environment significantly impacts employee performance, supporting the acceptance of the related hypothesis. A conducive work environment is a critical factor in enhancing employee productivity and efficiency. In the printing industry, characterized by tight production schedules, strict time constraints, and high-quality standards, a well-maintained work environment enables employees to feel comfortable, remain focused, and stay motivated to deliver optimal results. The work environment encompasses not only physical elements such as adequate lighting, proper ventilation, ergonomic equipment, and cleanliness but also psychological aspects, including harmonious relationships among employees, supportive leadership, and an inclusive, cooperative workplace culture. These factors collectively contribute to fostering an atmosphere that encourages employee performance. This study aligns with the findings of Saputra and Fernos (2023), who identified a significant relationship between the work environment and employee



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performance. Similarly, research by Setiani and Febrian (2023) also concluded that the work environment is a crucial determinant of employee performance outcomes.

The Influence of Leadership Style on Employee Performance

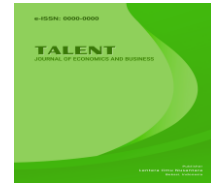
The analysis of hypothesis testing reveals that leadership style significantly influences employee performance, confirming the hypothesis related to this variable. Leadership style plays a pivotal role in shaping employee performance, as leaders act as the key drivers who set direction, inspire motivation, and foster teamwork dynamics. In the printing industry, where quick decision-making, precision, and strong team coordination are critical, an effective leadership style contributes to creating a productive, innovative, and results-driven work environment. Supportive leadership approaches, particularly transformational leadership, have proven effective in motivating employees to exceed expectations. By articulating a clear vision, encouraging creative solutions, and addressing the unique needs of each team member, transformational leaders inspire high levels of performance. Additionally, leaders who establish strong emotional bonds with their employees foster trust and loyalty, motivating team members to deliver their best efforts. These findings align with prior research, such as Febrian (2023), which highlights the significant impact of leadership style on employee performance. Similarly, the study conducted by Latif and Sunarto (2024) reinforces the conclusion that leadership style is a critical determinant of employee performance outcomes.

Conclusions

The results of this study highlight the substantial impact of conflict management, work environment, and leadership style on employee performance. Effective conflict management facilitates better communication and fosters innovative problem-solving approaches. Similarly, a supportive and conducive work environment improves employee comfort, drives motivation, and contributes to overall job satisfaction. Moreover, a transformational leadership style enhances productivity by inspiring employees to go beyond their regular performance expectations. Collectively, these three factors explain 74.9% of the variance in employee performance, emphasizing their pivotal role in maximizing workforce efficiency and effectiveness. Despite these findings, the study acknowledges that external factors outside its scope may also play a significant role in influencing employee performance. These might include economic conditions, technological advancements, organizational culture, and personal employee attributes such as emotional intelligence or resilience. Future research could expand the analysis to incorporate these additional dimensions, providing a more comprehensive understanding of the determinants of employee performance. Furthermore, practical implications could include tailored strategies for conflict resolution training, investments in creating an optimal work environment, and leadership development programs that promote transformational practices to achieve sustained organizational success.

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