



The Influence of Leadership and Work Conflict on Employee Productivity at the Aceh Animal Health and Livestock Service

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ABSTRACT

This study aims to analyze the influence of leadership and work conflict on employee productivity at the Aceh Animal Health and Livestock Service. Data were collected through questionnaires from 92 respondents and documentation studies. The data analysis in this study utilized multiple linear regression analysis, F-test, and t-test to determine the simultaneous and partial effects of independent variables on the dependent variable at a 95% confidence level ($\alpha = 0.05$). The results of the study, based on the simultaneous test, indicate that leadership and work conflict variables significantly influence employee productivity at the Aceh Animal Health and Livestock Service. Likewise, partially, leadership and work conflict have a significant impact on employee productivity at the Aceh Animal Health and Livestock Service.

Keywords: Leadership, Work Conflict, Employee Productivity

RESEARCH BACKGROUND

Human resources are the main asset that can move other resources in the organisation. Every organisation has goals and interests that are to be achieved through the existence of human resources in it (Abdussamad, 2014). The success of an organisation, especially in the government sector, depends on the work productivity of its employees. Productive employees not only meet work standards but are also able to exceed the criteria that have been set, so that the success of the organisation can be achieved..

Employee work productivity is closely related to perceived job satisfaction. According to Ramopolii, Kawet, & Uhing (2017), employees with a high level of job satisfaction tend to have optimal productivity. This is a special concern in government agencies such as the Aceh Animal Health and Livestock Office, which expects employee work productivity to continue to increase to support the achievement of organisational goals. Employee productivity not only provides direct benefits for the agency but also supports the overall performance of the organisation.

Several factors can affect employee work productivity, one of which is leadership. A good leadership style increases employee loyalty and commitment to the organisation. In addition, effective leadership plays a role in creating a harmonious working atmosphere, so that employees feel valued and encouraged to make the best

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contribution. However, ineffective or unfair leadership can cause dissatisfaction, reduce motivation, and negatively impact work productivity.

In addition to leadership, work conflicts are another factor that affects employee productivity. Work conflicts that are not managed properly can reduce productivity. Conflicts can arise from unclear division of tasks, differences of views, to excessive work pressure. Ongoing conflicts will create disharmony in relationships between employees, which ultimately disrupts work efficiency and quality.

Based on an initial survey conducted on 2 March 2023 of 6 employees in the field of personnel and human resources of the Aceh Animal Health and Livestock Office, problems related to leadership and work conflicts were found. The division of duties that is not fair and not in accordance with the level of education or work experience is one of the sources of conflict. In addition, the responsibilities thrown between employees, especially by employees who have higher positions without giving direction, add to the complexity of the conflict. This phenomenon shows the importance of better human resource management, including conflict management and increasing leadership effectiveness to support employee work productivity optimally.

LITERATURE REVIEW

Employees Work Productivity

Sedarmayanti (2018:29) said that productivity is an attitude of mind that has the spirit to make improvements. Work productivity can be interpreted as concrete results produced by individuals or groups during a certain unit of time in a work process (Abdussamad, 2017:3). In line with this understanding, Hasibuan (2018:126) stated that work productivity is a comparison between output and input.

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Leadership

Leadership is a way for a leader to influence the behaviour of subordinates, so that they are willing to work together and work productively to achieve organisational goals. Leaders turn plans into activities and make plans a reality (Candra, 2020). Leadership is



the ability of a leader to realise the mission, encourage members to learn, and be able to provide inspiration and motivation to subordinates.

Leaders communicate with their colleagues and subordinates to convey this and explain their goals, inform their respective duties, try to raise work morale, and carry out important functions (Supriani, Tanjung, Mayasari, & Arifudin, 2022). They try to understand the problems faced by their subordinates and their feelings towards the problem, their work, their colleagues and their work environment (Candra, 2020).

According to Robbins and Judge (2018:263), leadership is a leadership style for a leader who tends to motivate subordinates to work better and focuses on behaviour to help transform between individuals and organisations. According to Robbins (2018:263) there are several indicators to measure leadership, namely: (1) charisma, (2) inspirational motivation, (3) intellectual stimulation, (4) individual attention.

Work Conflict

According to Robbins and Judge (2018:263), leadership is a leadership style for a leader who tends to motivate subordinates to work better and focuses on behaviour to help transform between individuals and organisations. According to Robbins (2018:263) there are several indicators to measure leadership, namely: (1) charisma, (2) inspirational motivation, (3) intellectual stimulation, (4) individual attention.

Conflicts are caused by a lack of coordination between groups and a weak organisational control system. Five conflict management strategies that can be applied in resolving conflicts are by integrating, obliging, dominating, avoiding, and compromising (Iresa, Utami, & Prasetya, 2015). According to (Mora, Junaida, & Fuad, 2017) there are three indicators in measuring work conflict: strain-based conflict, behaviour-based conflict, and time-based conflict.

Previous research conducted with the results that there is a positive and significant influence between leadership and work conflict on employee work productivity. Research from Padriansyah & Firmansyah (2021) found a positive influence between leadership and work conflict on work productivity. In line with this, there is a positive and significant influence between leadership on the work productivity of employees of the Samarinda Social Welfare Office (Aulia, 2017). The existence of a positive and significant influence between leadership and internal conflict on the work productivity of employees at PT Tri Bakti Sarimas was also found by Hakim (2015). Another study by Iqbal & Widjana (2019) focusing on PT Surya Madistrindo Bandung shows that leadership, work conflicts and emotional intelligence simultaneously have a significant effect on employee productivity. Based on the explanation that has been described above, the researcher's hypothesis in this study is as follows:



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- H1: Leadership has a significant effect on the work productivity of employees at the Aceh Animal Health and Livestock Office.
- H2: Work conflicts have a significant effect on the work productivity of employees at the Aceh Animal Health and Livestock Office.
- H3: Leadership and work conflicts have a significant effect on the work productivity of employees at the Aceh Animal Health and Livestock Office.

This study was conducted to find out and analyse the influence of leadership and work conflicts on the work productivity of employees at the Aceh Animal Health and Livestock Office.

RESEARCH METHODOLOGY

This study uses a quantitative approach with a survey method, which aims to collect data systematically from respondents through research instruments such as questionnaires. The quantitative approach allows researchers to analyse data statistically, so that they can measure the relationship between variables objectively and measurably. This method is suitable for testing previously formulated hypotheses and to understand the extent to which the variables studied affect each other, based on samples taken from a particular population.

The variables in this study are independent variables in the form of leadership and work conflicts, while the bound variables are in the form of work productivity. The population in this study is 92 employees of the Aceh Animal Health and Livestock Office. The sample withdrawal is guided by the opinion of Arikunto (2019:134) who said that if the population is less than 100, it is better to take all as a sample so that this study is a population study (census). Thus, the sampling technique used in this study is a saturated sampling technique (census) in which population members are used as samples (Sugiyono, 2018:62).

The following is a description table of filling out the questionnaire by respondents based on gender, age, last education and employment period as follows:

Table 1 Respondent Characteristic

No	Identity	Frequent	Percentage
1	GENDER		
	Male	57	62,0%
	Female	35	38,0%
2	AGES		
	20 – 25 yo	2	2,2%
	26 – 31 yo	12	23,0%

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No	Identity	Frequent	Percentage
3	32 – 37 yo	20	21,7%
	38 – 43 yo	34	37,0%
	44 – 50 yo	16	17,4%
	> 51 yo	8	8,7%
	EDUCATION		
	SLTA	2	2,2%
	Diploma	21	22,8%
	UNDERGRADUATE	60	65,2%
	Magister	9	9,8%
	4 Years of Services		
4	< 5 years	2	2,2%
	5 – 10 years	15	16,3%
	11 – 15 years	21	22,8%
	16 – 20 years	32	34,8%
	> 20 years	22	23,9%

Sources: Data from Authors 2024)

Based on table 1 above, it can be seen that of the 92 respondents in this study, there are 4 characteristics that can be classified. In the first classification, there is a gender where the male gender is more dominant, namely 57 people with a percentage of 62.0%. In the second classification, there are 6 age respondents with the highest percentage being 38-43 years old as many as 34 people with a percentage of 37.0%.

The last three classifications of education of respondents are high school, diploma, undergraduate and postgraduate. Of the four classifications, the most respondents were undergraduates, with a total of 60 respondents with a percentage of 65.2%. The fourth classification, namely the working period of the respondents, shows that the majority have a working period of 16-20 years with a percentage of 34.8%.

DISCUSSIONS

Validity Test Result

The validity measurement for the use of questionnaires in this study was measured using construct validity, where the questionnaire is considered valid if each question in it has a strong and relevant relationship with each other. This validity test obtained the following results:

**Table 2 Validity Test Result**

Item Questions	Coefficient Correlation	Critical Score 5% N = 92	Remarks
X1. P1	0,947	0,207	Valid
X1. P2	0,941	0,207	Valid
X1. P3	0,929	0,207	Valid
X1. P4	0,936	0,207	Valid
X2. P 1	0,941	0,207	Valid
X2. P 2	0,954	0,207	Valid
X2.P 3	0,950	0,207	Valid
Y. P1	0,883	0,207	Valid
Y. P2	0,848	0,207	Valid
Y. P3	0,906	0,207	Valid
Y. P4	0,887	0,207	Valid
Y. P5	0,890	0,207	Valid
Y. P6	0,893	0,207	Valid

Sources: Data from Author (2024)

From the figure of table 2 above, it can be seen that all indicators of the statement items already have an outer loading value of > 0.5 and it can be concluded that all the statement items are valid.

Reliability Test Result

The reliability test is a continuation of the validity test and determines whether the instrument is reliable or not can be seen from the value of Cronbach's Alpha with a limit of 0.60. Good reliability is one that is closer to 1, reliability less than 0.60 is less good, while more than 0.60 is acceptable and reliability with Cronbach's Alpha 0.80 or above is good. The results of reliability testing for the variables of Leadership (X1), Work Conflict (X2) and Employee Work Productivity (Y) can be seen in Table 3.

Table 3 Reliability Test Results

No	Item Questions	Cronbach's Alpha	Reliability Limit	Remarks
1.	Leadership	0,953	0,60	Reliable
2.	Work Conflict	0,944	0,60	Reliable
3.	Employees Productivity	0,944	0,60	Reliable

Sources: Data Proceed (2024)

Based on the data in table 3, it can be seen that Cronbach's alpha value for the Leadership variable (X1) is 0.953, the Work Conflict variable (X2) is 0.944, the



Employee Work Productivity variable (Y) is 0.944, so it can be concluded that each variable is declared reliable because Cronbach's alpha value > 0.60 .

Hypothesis Test Result

The hypothesis test was carried out by multiple linear analysis, to test the first and second hypotheses, namely to determine the influence of leadership and work conflicts simultaneously on the work productivity of employees at the Aceh Animal Health and Livestock Office. And to find out the influence of leadership on employee work productivity and work conflicts on employee work productivity at the Aceh Animal Health and Livestock Office. Table 1.4 shows the results of the regression of the influence of Leadership (X1) and Work Conflict (X2) and Employee Work Productivity (Y).

Tabel 4 Multiple Linear Regression Test Results

Variable	Coef. B	Std.Error	t-Stat	Sig.
Constant	0,194	0,245	3,729	0,430
Leadership	0,295	0,077	3,850	0,000
Work Conflict	0,643	0,076	8,494	0,000
R-squared	0,726			
Adjusted R-Squared	0,720			
F-Statistic (Produktivitas Kerja Pegawai)	117,743			

Sourced : Data Proceed (2024)

From table 1.4 above, the value of the Leadership variable coefficient (X1) is 0.295 and the value of the Work Conflict variable (X2) is 0.643. The following is a discussion of each hypothesis in this study: The influence of leadership on employee work productivity The results of the hypothesis test are known that the regression coefficient value is 0.295 and the t-calculation value for the Leadership variable (X1) is 3.850 and the significant probability value is 0.000 while for the t-table is 1.987. So $t\text{-count } 3.850 > t\text{-table } 1.987$ and a significant probability value < 0.05 which means that H_{a1} is accepted and H_{01} is rejected, so it can be concluded that Leadership has a positive and significant effect on employee work productivity.

The effect of work conflict on employee work productivity as a result of hypothesis testing is found that the regression coefficient value is 0.643 and the t-calculation value for the Work Conflict variable (X2) is 8.494 and the significant probability value is 0.000 while for the t-table is 1.987. So $t\text{-count } 8.494 > t\text{-table } 1.987$ and a significant probability value < 0.05 which means that H_{a2} is accepted and H_{02} is rejected, so it can be concluded that work conflict has a positive and significant effect on employee work productivity.



CONCLUSIONS AND SUGGESTIONS

Based on the results and discussions in this study, it can be concluded that leadership has a partial and significant effect on employee work productivity. In addition, work conflicts also have a partial and significant effect on employee work productivity. At the same time, leadership and work conflicts have a simultaneous and significant effect on employee work productivity. The results of this study are in line with the results of the previous study, namely the research from Iqbal & Widjana (2019) because independent variables that are researched both have an effect on employee work productivity.

The implication in this study is that leaders are expected to always be fair to employees, and provide trust and work support to employees. The results of the study also show that leaders can create safer working conditions so that they become a source of inspiration for employees. This can increase the work productivity of employees in completing tasks. Regarding workload, this study suggests that companies are given jobs that are in accordance with the employee's work ability, according to the employee's position, and education level. This effort is carried out so that the company is able to increase employee work productivity.

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