The Influence of Leadership and Work Conflict on Employee Performance at PT. PLN ULPLTD Galala Ambon".

Harvey Hiariey[1], Mohamad R. Serang[2], Erlinda Tehuayo[3], Ummi Duwila[4], Arsad Matdoan[5]
[1,2]Faculty of Economics and Business, Pattimura University

Article Info	ABSTRACT
	Leadership plays an important role in the company for the achievement of organizational progress, a good leader will direct his subordinates in carrying out the tasks and responsibilities given. while work conflict is a conflict between two or more members of individuals with activities together in different goals, status, values and different perceptions. This study aims to determine:1). The influence of leadership on employee performance of PT. PLN ULPLTD Galala Ambon 2). The Effect of Work Conflict on Employee Performance at PT. PLN ULPLTD Galal Ambon. The method used is a quantitative research method. the sample in this study were 35 respondents. Data collection techniques in this study consisted of observations, interviews and questionnaires that have been tested for results. Based on the results of the study it can be concluded that 1). Leadership has a significant effect on employee performance as seen from the results of regression analysis showing Leadership has a Tcount of 0.513 with a significance of 0.001 (significant). 2). Work conflict has a significant effect on employee performance as seen from the results of regression analysis showing work conflict has a Tcount of 0.911 with a significance of 0.000 (significant).
	Corresponding Author: Harvey Hiariey Pattimura University Jl. Ir. M. Putuhena, Poka, Ambon District, Ambon City, Maluku. harveyhiariey@gmail.com

INTRODUCTION

Human resources are very important for the company to carry out its responsibilities and goals. The implementation of tasks and goals is given and developed to achieve success in the organization to achieve performance goals, by using quality human resources and tasks that are always oriented towards achieving the company to increase the success of effective and productive performance planning.

Leadership in the business world has a strong influence on organizational performance and organizational survival. The strategic role of leadership is very important in achieving the vision and mission of an organization, which is one of the reasons it is suggested that motives always explore complex issues related to leadership. The quality of a leader is often considered the most important factor in the success or failure of an organization (Robbins, 2002).

According to (Christine, 2016), while work conflict is a situation where there is a conflict between two or more members of an organization or group in an organization that

arises from joint activities with different statuses, goals, values, and perceptions. Conflict is a dispute involving members of an organization or individuals to achieve goals by opposing the opposing party accompanied by threats and violence, also having differences of opinion with joint activities arising from differences in goals, values and perceptions.

Improving the performance of company employees is very important. It must have a positive impact on the company and increase the effectiveness and efficiency of the company. One way is to create an effective leadership style. It is very interesting to continue to research and investigate this relationship. Effective leadership is expected to be related to employee performance.

RESEARCH METHOD

This research is a quantitative research that aims to find answers to questions in the research based on actual conditions so that a valid picture is obtained in relation to the influence of leadership and work conflict on employee performance at ULPLTD Galala Ambon partially.

RESULT AND DISCUSSION

Description of Research Respondents

This research was conducted at PT. PLN (Persero) ULPLTD Galala Ambon with a population of 35 to be used as a sample in this study were 35 respondents.

Description Data obtained through filling out questionnaires by employees of PT. PLN (Persero) ULPLTD Galala Ambon. The characteristics of the respondents are as follows:

a)   IRespondent Identity by Gender

Table 1. Respondent Characteristics by Gender

No	Gender	Frequency	Percentage
1	Man	33	94.28%
2	Woman	2	5.71%
	Amount	**35**	**100**

Source: Primary data processed 2024

Based on the table above, it can be seen that the respondents' identity in terms of gender is 33 men (94.28%) and 2 women (5.71%). This shows that there are more male workers than female workers.

b)   Respondent Identity by Age

Table 2. Respondent Characteristics by Age

No	Age	Frequency	Percentage
1	17 – 30 Years	11	31.42%
2	31 – 40 Years	17	48.57%
3	41 – 50 Years	7	20%
	Amount	**35**	**100**

Source: Primary data processed 2024

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Based on the table above, it can be seen that the respondents' identities are aged 17-30 years as many as 11 people (31.42%), aged 31-40 years as many as 17 people (48.57), aged 41-50 years as many as 7 people (20%). This shows that employees have a responsibility to meet their needs during their work period.

c) Respondent Identity According to Last Education

Table 3 Respondents According to Last Education

No	Last education	Frequency	Percentage
1	JUNIOR HIGH SCHOOL	1	2.85%
2	SENIOR HIGH SCHOOL	22	73%
3	Mechanical Engineering (D1)	5	14.28%
4	Bachelor Degree (D3)	4	11.42%
5	Bachelor degree)	3	8.57%
	Amount	**35**	**100**

Source: Primary data processed 2024

Based on the table above, it can be seen that the number of respondents with a junior high school education is 1 person (2.85%), those with a high school education are 22 people (73%), those with a mechanical engineering education (D1) are 5 people (14.28%), those with a bachelor's degree (D3) are 4 people (11.42%), and those with a bachelor's degree (S1) are 3 people (8.57%).

d) Respondent Identity According to Length of Service

Table 4. Respondents According to Length of Service

No	Length of work	Frequency	Percentage
1	25 years	6	17.14%
2	6 – 10 Years	8	22.85%
3	11 – 15 Years	8	22.85%
4	16 - 20 Years	9	25.71%
5	>21 Years	4	11.42%
	Amount	**35**	**100**

Source: Primary data processed 2024

Based on the table, it can be seen that the number of respondents whose work period is 2-5 years is 6 people (17.14%), whose work period is 6-10 years is 8 people (22.85%), whose work period is 11-15 years is 8 people (22.85%), whose work period is 16-20 years is 9 people (25.71%), whose work period is >21 years is 4 people (11.42%). seen from the length of time employees have worked, it is that they are quite experienced in carrying out their duties.

Respondent Answer Index Analysis
Description of Leadership Variables

Leadership variables in the questionnaire contain 5 question indicators. The response results can be explained in the following table:

Table 5. Description of Leadership Variable Answers

Item	SS (5)		S (4)		N (3)		TS (2)		STS (1)		Qty	Score	Flat-flat
	F	Fxs	F	Fxs	F	Fxs	F	Fxs	F	Fxs			
1	14	70	21	84	0	0	0	0	0	0	35	154	4.40
2	14	70	21	84	0	0	0	0	0	0	35	154	4.40
3	9	45	10	40	16	48	0	0	0	0	35	133	3.80
4	15	75	11	44	9	27	0	0	0	0	35	146	4.17
5	12	60	13	52	8	24	2	4	0	0	35	140	4.00
Average													4.41

Source: Processed primary data, 2024

From the table5 shows that the average score of respondents' answers regarding Leadership shows a value of 4.41. The results of this study indicate that in general there is very good leadership possessed by employees.

Low leadership will result in poor work performance. Conversely, high good leadership will result in high work enthusiasm. The respondent's answer regarding the lowest leadership was obtained from item 3, regarding "Consider the feelings of subordinates". which is 3.80, conversely the highest score was obtained from question items 1 and 2, regarding the climate of mutual trust, and appreciation for employees, which is 4.40.

Description of Work Conflict variables

The Work Conflict variable in this questionnaire is formed of 5 question indicators, the response results can be explained in the following table:

Table 6. Description of Work Conflict Variable Answers

Item	SS (5)		S (4)		N (3)		TS (2)		STS (1)		Qty	Score	Flat-flat
	F	Fxs	F	Fxs	F	Fxs	F	Fxs	F	Fxs			
1	22	110	13	52	0	0	0	0	0	0	35	162	4.62
2	9	45	17	68	6	18	3	6	0	0	35	137	3.91
3	6	30	15	60	9	27	5	10	0	0	35	127	3.62
4	15	75	17	68	2	6	1	2	0	0	35	151	4.31
5	9	45	16	64	8	24	2	4	0	0	35	137	3.91
Average													4.63

Source: Processed primary data, 2024

From table 6, it shows that the average score of respondents' answers shows a value of 4.63. The results of this study indicate that in general, conflict has a negative effect, indicating that the higher the conflict that occurs, the lower employee performance will be.

Work conflict becomes an obstacle in the implementation of work by employees but cannot be avoided and can be managed well so as to create healthy competition and a comfortable work environment. Based on the answers to 5 questions regarding work conflict, it shows that the lowest assessment score was obtained from the answer to question 3, namely regarding "differences in assessment", which is 3.62, while the highest assessment score was obtained from item 1, namely regarding "listening when others express opinions", which is 4.62.

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Description of Employee Performance Variables

The Employee Performance Variable in this questionnaire is formed from 10 question indicators, the response results can be explained in the following table:

Table 7. Description of Employee Performance Variable Answers

Item	SS (5)		S (4)		N (3)		TS (2)		STS (1)		Qty	Score	Flat-flat
	F	Fxs	F	Fxs	F	Fxs	F	Fxs	F	Fxs			
1	14	70	16	64	5	15	0	0	0	0	35	149	4.25
2	13	65	21	84	1	3	0	0	0	0	35	152	4.34
3	19	95	16	64	0	0	0	0	0	0	35	159	4.54
4	13	65	22	88	0	0	0	0	0	0	35	153	4.38
5	19	95	9	36	7	21	0	0	0	0	35	152	4.34
6	13	65	21	84	1	3	0	0	0	0	35	152	4.34
7	15	75	20	80	0	0	0	0	0	0	35	155	4.42
8	8	40	20	80	6	18	1	2	0	0	35	140	4.00
9	20	100	15	60	0	0	0	0	0	0	35	160	4.58
10	9	45	14	56	12	36	0	0	0	0	35	137	3.91
	Average												4.59

Source: Processed primary data, 2024

Table 7 shows that the average score of respondents' answers shows a value of 4.59. The results of this study indicate that in general there is an assessment of very high or good performance from respondents.

The highest respondent answer was obtained from question item 9 regarding "authority and responsibility" which was 4.58, while the lowest score was obtained from item 10 regarding "responsibility and being able to do work outside of responsibility" which was 3.91.

Descriptive Statistics of Respondents
Descriptive Statistics

Leadership variables based on the results of filling out the questionnaire can be described in the table below.

Table 8. Descriptive Statistics
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
TOTAL.X1	35	18	25	20.77	2,510
TOTAL.X2	35	16	25	20.46	2.280
TOTAL.Y	35	38	50	43.00	3,858
Valid N (listwise)	35				

Source: processed primary data, 2024

Based on table 8 above, it shows that N or the number of valid data for each variable is 35 respondents, from 35 sample data on Leadership performance (X1), the minimum value is 18, the maximum value is 25, the average value is 20.77, and the standard deviation value is 2,510, which means that the average value is greater than the standard value so that the data deviation that occurs is low, so the distribution of values is even and the level of the number of respondents' achievements is greater.

Work Conflict (X2) from 35 samples, it is known that the minimum value is 16, the maximum value is 25, and the average value is 20.46, and the standard deviation value is 2,280, meaning that the average value of work conflict is greater than the standard deviation value so that the data deviation that occurs is low, so the distribution of values is even and the level of respondent achievement is greater.

Employee Performance (Y) from 35 samples is known to have a minimum value of 38, a maximum value of 50, an average value of 43.00, and a standard deviation value of 3.858, meaning that the average value is greater than the standard deviation value so that the data deviation that occurs is low, so the distribution of values is even and the level of respondent achievement is greater.

The Leadership variable is measured using 5 indicators, the Work Conflict variable is measured using 5 indicators and the Employee Performance variable is measured using 10 indicators.

Validity Test

Table 9. Results of the Validity Test of the Leadership Variable (X1)

No Item	Rcount	Rtable	Information
1	0.665	0.334	Valid
2	0.712	0.334	Valid
3	0.793	0.334	Valid
4	0.604	0.334	Valid
5	0.736	0.334	Valid

Source: SPSS version 26.0 output of validity test results

The final results of the item trial on the Leadership questionnaire obtained all valid items, in other words, no items were dropped. If r_{count}> rtable then the instrument is said to be valid. Rtable is determined by determining the total number of samples (n) and the r table is 0.334.

Table 10. Results of Validity Test of Work Conflict Variable (X2)

No Item	Rcount	Table	Information
1	0.551	0.334	Valid
2	0.689	0.334	Valid
3	0.670	0.334	Valid
4	0.395	0.334	Valid
5	0.580	0.334	Valid

Source: SPSS version 26.0 output of validity test results

The final results of the item trial on the Work Conflict questionnaire showed that all items were valid, in other words, no items were dropped.

Table 11. Results of Validity Test of Employee Performance Variable (Y)

No Item	Rcount	Table	Information
1	0.588	0.334	Valid
2	0.495	0.334	Valid
3	0.634	0.334	Valid
4	0.653	0.334	Valid
5	0.656	0.334	Valid
6	0.594	0.334	Valid
7	0.638	0.334	Valid
8	0.576	0.334	Valid
9	0.592	0.334	Valid
10	0.761	0.334	Valid

Source: SPSS version 26.0 output of validity test results

The final results of the trial of items on the Employee Performance questionnaire showed that all items were valid, in other words, no items were dropped.

Reliability Test

Table 12. Reliability Test Results

No Item	Variables	Crombach'h Alpha	Information
1	Leadership	0.717	Reliable
2	Work Conflict	0.614	Reliable
3	Employee performance	0.823	Reliable

Source: SPSS version 26.0 output validity test results

From table 4.12 above it is shown that the value*crombach's alpha*each is greater than the value of 0.60 (60%), then it can be concluded that all questionnaire items are reliable.

Classical Assumption Test

Before hypothesis testing is carried out, assumption testing is carried out first on the existing data. Assumption tests consist of normality tests, multicollinearity tests, and heteroscedasticity tests. The following are assumption tests carried out in this study:

Normality Test

Table 13. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		35
Normal Parametersa,b	Mean	.0000000
	Std. Deviation	2.55908376
Most Extreme Differences	Absolute	.104
	Positive	.104
	Negative	-.053
Test Statistics		.104
Asymp. Sig. (2-tailed)		.200c,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 version 26.0 output normality test

Based on the results of the normality test in table 4.13 above, a significance value of 0.200 > 0.05 was obtained, so it can be concluded that the data is normally distributed.

Multicollinearity Test

Table 14. Multicollinearity Test Results
Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	13,693	4.629		2,958	.006		
	TOTAL.X1	.513	.201	.334	2,557	.001	.806	1,241
	TOTAL.X2	.911	.221	.539	4.123	.000	.806	1,241

a. Dependent Variable: TOTAL.Y

Source: SPSS version 26.0 output multicollinearity test

Based on the results of the multicollinearity test in table 4.14 above, it can be seen that the value*tolerance*of 0.806 > 0.10 and a VIF value of 1.241 < 10 (Leadership) while the tolerance value is 0.806 > 0.10 and a VIF value of 1.241 < 10 (Work Conflict) so it can be concluded that there is no multicollinearity problem in this research model.

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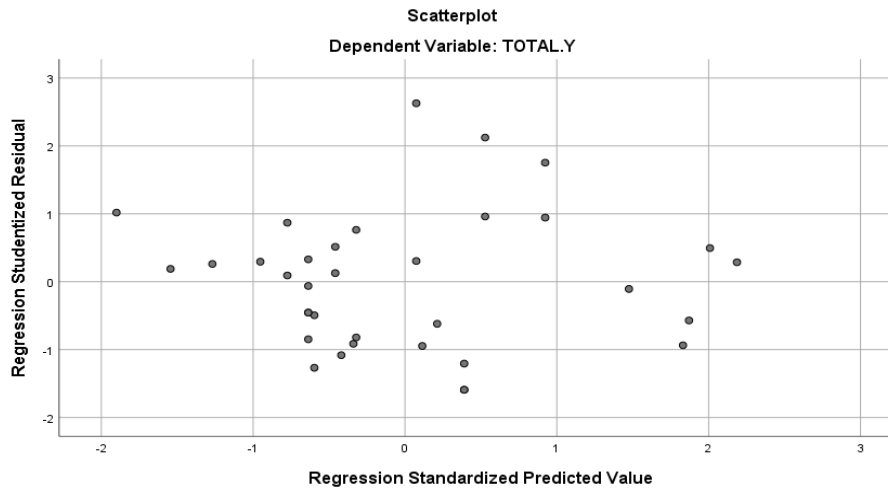**490** |P a g e

Heteroscedasticity Test

Figure 1. Results of Heteroscedasticity Test

From the picture it can be seen that the points are spread randomly, not gathered only above or below, but spread both above and below the number 0 on the Y axis and do not form a pattern. So it can be concluded that there is no heteroscedasticity in the regression model in this study.

Hypothesis Testing

The results of multiple regression testing with Leadership, Work Conflict as independent variables and Employee Performance as dependent variable, are presented in table 4.8 below.

Multiple Linear Regression Test Results

Table 15. Multiple Linear Regression Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,693	4.629		2,958	.006
	TOTAL.X1	.513	.201	.334	2,557	.001
	TOTAL.X2	.911	.221	.539	4.123	.000

a. Dependent Variable: TOTAL.Y

Source: SPSS version 26.0 output of multiple regression test

Based on data analysis using SPSS 26.0, the following regression equation results were obtained: Y = 13.693 + 0.513X1 + 0.911X2

The regression equation above shows the relationship between variables and the dependent variable partially. From this equation, it can be concluded that

1. The constant value is 13,693, meaning that if there is no change in the variables of Leadership and Work Conflict (the value of X1 and X2 is 0), then employee performance at PT. PLN ULPLTD is 13,693 units.
2. The regression coefficient value of Leadership is 0.513, meaning that if the Leadership variable (X1) increases by 1% with the assumption of the Work Conflict variable (X2), and the constant (a) is 0 (zero), then employee performance at PT. PLN ULPLTD increases by 13,693. This shows that the Leadership variable has a positive effect on employee performance, if Leadership to employees is increased more at PT. PLN UL PLTD in order to achieve its performance goals, the level of Employee Performance will also increase.
3. The regression coefficient value of Work Conflict is 0.911, meaning that if the Work Conflict variable (X2) increases by 1% with the assumption of the Leadership variable (X1), and the constant (a) is 0 (zero), then employee performance at PT. PLN UL PLTD decreases by 0.911. This shows that the Work Conflict variable has a negative effect on employee performance, so that the higher the Work Conflict at PT. PLN UL PLTD, the lower the level of employee performance achievement caused by sectoral ego.

Partial Regression Test (T Statistic Test)

Table 16. T-Test Results

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13,693	4.629		2,958	.006
	TOTAL.X1	.513	.201	.334	2,557	.001
	TOTAL.X2	.911	.221	.539	4.123	.000

a. Dependent Variable: TOTAL.Y

Source: Primary data processed by the author, 2024

Based on Table 16, by observing the rows, columns t and sig, it can be explained as follows:

The Influence of Leadership Variables on Employee Performance (H1)

The leadership variable (X1) partially has a positive and significant effect on employee performance. This can be seen in table 4.16, namely the results of the t-test show that the significance value of leadership (X1) on employee performance (Y) is 0.001 <0.05, which shows that there is a significant influence of the leadership variable on employee performance. and the Ttotal value = t (α/2;n-k1) t (0.05/2;35-2-1) = (0.025;32) = 0.349 which means the Tcount value is greater than Ttable (2.557 > 0.349), then H1 is accepted. so it can be concluded that H1 is accepted which means there is an influence of X1 on Y. This means that if leadership is implemented well, it will improve employee performance in the company

The Influence of Work Conflict Variables on Employee Performance (H2)

The Work Conflict variable (X2) partially has a negative and significant effect on employee performance (Y). This can be seen from the significance of Work Conflict (X2) which is 0.000 < 0.05, which shows that there is a significant effect of the work conflict variable on employee performance. and the Ttotal value = t (α/2;nk-1) t (0.05/2; 35-2-1) = (0.025;32) = 0.349 which means the Tcount value is greater than the Ttable value (4.123 > 0.349), then H2 is accepted. so it can be concluded that H2 is accepted which means there is an influence of X2 on Y. which means there is a conflict within the employee and also hinders the running of employee performance will result in decreased performance.

Coefficient of Determination (R2)

Table 17. Results of the Determination Coefficient Test

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748a	.560	.532	2,638

a. Predictors: (Constant), TOTAL.X2, TOTAL.X1

b. Dependent Variable: TOTAL.Y

Source: SPSS version 26.0 output of determination coefficient test

The adjusted R square figure shows the coefficient of determination or the role of variance (independent variables in relation to dependent variables). From table 4.17, the adjusted R square figure of 0.532 shows that the influence of the independent variable (X) on the dependent variable (Y) is 53.2%.

Discussion of Research Results

This study aims to determine whether there is an influence of Leadership and Work Conflict on Employee Performance of PT. PLN (Persero) UL PLTD Galala Ambon. Based on the results of research conducted on employee performance in this case employees are the most important aspect in achieving company or organizational goals, because in essence every company wants good and quality performance. therefore in achieving the company's success goals there must be a good leader's role in organizing, directing performance well, because the role of a leader will influence its employees. in addition, the Leadership applied within the company also plays a key role in achieving company goals and a good work environment. improving employee performance carried out by leaders must have an impact on increasing productivity and achieving the goals of PT. PLN (Persero) ULPLTD Galala Ambon which have been implemented together. Conflicts often occur in companies and cannot be avoided, conflicts have a negative impact because of differences of opinion between employees and leaders and also assume that fellow co-workers are not good, as it should be, conflicts must be managed properly in order to create healthy competition and a comfortable work environment

and also improve employee performance. From the results of the study obtained, the following are the conclusions of the hypothesis test results:

The Influence of Leadership Variables on Employee Performance (H1)

Based on the table above with employee performance as the dependent variable, it is known that the leadership variable (X1) partially has a positive and significant effect on employee performance. This can be seen from the t count obtained of (2.557) with significant leadership (X1), then Ho is rejected and H1 is accepted. so it can be concluded that H1 is accepted which means there is an influence between X1 and Y. Where it can be seen that the significance of the Leadership variable (X1) 0.001 <0.05 which indicates that there is a significant influence of the leadership variable on employee performance. and the Ttotal value = t $(α/2;n-k1)$ t $(0.05/2;35-2-1)$ = $(0.025;32)$ = 0.349 which means the Tcount value is greater than Ttable (2.557 > 0.349), then Ho is rejected and H1 is accepted. so it can be concluded that H1 is accepted which means there is an influence of X1 on Y.

Leadership has a positive and significant effect on employee performance. A positive coefficient sign can also be interpreted that with the right leadership applied, it will improve employee performance.

In reality, a leader cannot use only one leadership but a combination of the four leaderships, namely democratic, charismatic, transactional and visionary leadership, which are adjusted to the conditions of the employees faced, regulatory changes, time targets and other conditions. so that this combination of leadership can create better working conditions in order to achieve the target or in this case the performance that has been set.

The role of a leader is very important in a company to achieve the success of an organization's goals, with the presence of a leader can direct, manage and influence others to work together to achieve a goal with a good relationship pattern to achieve organizational success with full understanding, awareness and happy willingness to follow the will of the leader, this can be achieved well if a leader influences his employees in achieving goals and developing the company effectively and efficiently so that employee performance can run well and be improved for the company's future goals.

In the future, leaders need to collaborate more with leadership so that the established strategies can be implemented in order to achieve better employee performance goals.

The Influence of Work Conflict Variables on Employee Performance (H2)

Based on the results of the study above, it shows that conflict has a negative effect with a value of 0.911 (coefficient sign and significance value of 0.000 <0.05). This means that conflict has a significant effect on performance. which means that the higher the conflict that occurs (questionnaire questions are negative) the lower the increase in employee performance. The most influential conflict indicator is that there is conflict within employees in the PT. PLN (Persero) ULPLTD Galala Ambon environment.

Conflict is a situation where there is a conflict between two or more members of an individual or group in an organization that arises from joint activities with different statuses, goals, values and perceptions. If this occurs, identify the initial problem to speed up the problem-solving process.

Conflicts often occur and cannot be avoided but are minimized so that conflicts do not lead to division, hostility, or even losses for the organization. If conflicts can be managed well, an organization will benefit from healthy competition between employees. if we look back at the results of the t-test, the employee respondents experienced high conflict.

Due to increasingly tight competition, productive activities can be disrupted because it will waste time and energy to win, individuals involved will experience stress as a result, this can have a negative impact on their performance. conflict can have a number of negative consequences, including stress for employees. If not handled carefully, conflict can create an uncomfortable and stressful work environment for employees.

Sometimes conflict between subunits or groups within a company is not caused by conflicting goals, but because the way the organization assesses performance in relation to rewards leads to conflict.

Among the conflict indicators studied, the conflict between employees in the PT. PLN (Persero) ULPLTD Galala Ambon environment, which needs to be controlled, the sectoral ego will be more beneficial when prioritizing common interests, namely employees of PT. PLN (Persero) ULPLTD Galala Ambon. Thus, it is hoped that in the future the leadership can unite more between employees, sections and minimize differences so that there are no more sectoral egos.

CONCLUSION

Researchers have conducted research on the influence of leadership and work conflict on employee performance at PT. PLN (Persero) ULPLTD Galala Ambon, then conclusions can be drawn based on the two hypotheses proposed as follows: 1) The first hypothesis is accepted, namely Leadership has a positive and significant effect on performance, meaning that the more appropriate the leadership applied, the higher the performance of employees at PT. PLN (Persero) ULPLTD Galala Ambon. 2) The second hypothesis is accepted, namely Work conflict has a negative and significant effect on performance, meaning that the higher the conflict or difference of opinion that occurs (because the questionnaire questions are in negative form) the lower the performance of employees at PT. PLN (Persero) ULPLTD Galala Ambon.

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