

The Influence of Change Management, Leadership Style, Motivation, Work Conflict, and Work Stress on Employee Performance Workshop PT. Meratus Line Surabaya

Ashari B

Institut Teknologi Kesehatan dan Bisnis Graha Ananda

Correspondence Email: asharib240191@gmail.com

Abstract

This research aims to determine which change management, leadership style, motivation, work conflict and work stress have a dominant influence on employee performance. The research was conducted using a quantitative-descriptive approach. In this research, the population is all employees. The sampling technique in this research used a total sampling/census technique, namely, all employees totaling 74 respondents were the research sample. In this research, the data sources used include primary data and secondary data. Primary data was obtained directly from the main source of the research object by distributing questionnaires to relevant respondents. Meanwhile, secondary data was obtained from company documents or archives, as well as the results of interviews conducted. The analysis technique used in this research is multiple linear regression analysis. Based on the research results, it was found that change management variables, leadership style, motivation, work conflict and work stress simultaneously had a positive and significant effect on employee performance. Change management variables, leadership style, motivation, work conflict and work stress partially influence employee performance. Change management variables have a dominant influence on employee performance.

Keywords: change management, leadership style, motivation, work conflict, work stress, employee performance.

INTRODUCTION

At this time, human resources are an important factor for every company because, without quality human resources, the company's goals and objectives will not be achieved as planned. Therefore, the role of human resources is very important in every company. The important role of human resources for every company is expected to improve employee

performance. For this reason, human resources need to have reliable skills in handling every job, because having reliable skills can directly improve employee performance.

In general, life in a company, whatever its form and nature, whether in the trade sector or in the service sector, will always try to achieve the goals previously set effectively and efficiently by the company. This problem requires company management to plan, organize, mobilize and monitor its resources more precisely and successfully.

Human resources cannot be equated with other resources such as machines, offices, and so on. Because human resources are basically a unique thing. In the current era, companies need a fairly large and high-quality supply of resources to keep up with the intense competition in the current era of globalization. Maintaining these resources takes a lot of time and costs a lot. Companies that want to win in this tight competition must pay extra attention.

Another problem related to human resources in companies or organizations that often occurs in companies is change. It cannot be denied that the business environment is currently experiencing very rapid changes. Companies cannot easily predict what will happen tomorrow because everything is so uncertain. Because most changes in a company involve and affect the human resources within the company. Many problems can occur when changes are made. The most frequent and prominent problem is "resistance to change itself." A very popular term in management is resistance to change. Resistance to change is not always negative because, precisely because of this resistance, change cannot be carried out haphazardly, which, if changes are carried out without clear steps, will only cause work stress due to conflict and unclear organizational structures. Changes that occur within a company will, of course, affect the achievement of company goals. The influence of these changes can clearly be seen and can affect employee performance in the company. For this reason, the change process must be managed correctly and seriously so that it does not fail.

There are many factors that need to be considered when making changes within an organization. One of the factors that determines the success or failure of an organization can be seen in the bringer of change itself, namely the leader. Because successful leadership shows that the management of a company or organization has been carried out successfully. Leaders are the essence of management, which means that management will be able to achieve its targets if there is good leadership. A leader is someone who has the ability to influence the behavior of other people or groups. In a company, there are leaders and subordinates. These two components work in synergy for the company in order to achieve its goals. Leaders must know or get to know their subordinates, whether it is the maturity of their skills or their willingness or availability. To establish good cooperation between leaders and employees, both parties must understand each other's interests in the company.

Leadership style is the process of inspiring other people to work hard with the aim of completing important tasks. The company's leadership style must be in line with the working conditions of the employees. Good leadership can determine which direction the leader will take the company. In a company or organization, leadership style has quite a big influence on

the people being led. If a leadership style is bad, the organization will also be bad in many ways.

Motivation is also an important factor for improving employee performance. According to logic, if employees are highly motivated, their level of performance will rise because companies will keep employees who perform well because they also add value to the organization. Meanwhile, if employees have poor performance, it is feared that the company's performance will decline.

The most efficient way to do repetitive work and motivate employees is with a wage intensification system. The more employees produce, the greater their wages. In motivating employees, you must use the right methods so that employees feel themselves motivated. Because if they don't, they won't feel motivated to work, which will have an impact on each employee's performance. Someone who does not have the desire to do something will not do something wholeheartedly.

However, even though a leader can implement change well, conflicts within the company often arise and cannot be avoided. This can cause work stress, which ultimately affects employee performance. Stress occurs in employees not only because of the conflict they experience, but there are other factors that influence it. Important sources of stress that have been researched are as follows: (1) role ambiguity and role conflict; (2) work overload; (3) responsibility for others; (4) career development; (5) lack of group cohesion; (6) inadequate group support; (7) inadequate organizational structure and climate; (8) areas within the organization; (9) task characteristics; and (10) influence of leadership.

In fact, stress is a normal condition because it is formed in humans as a response and is part of their daily lives, especially in the era of progress in all fields that are faced with activities and busyness that must be carried out. On the one hand, the workload in organizational units is increasing. This situation will require greater employee energy than the previous one.

Stress has positive and negative impacts. The positive impact of stress at low to moderate levels is functional in the sense that it acts as a driver for improving employee performance. Meanwhile, the negative impact of stress at a high level is a drastic reduction in employee performance.

Human resource management has several operational functions, one of which is maintenance, which focuses on maintaining the physical condition of employees, namely occupational safety and health, as well as maintaining a pleasant attitude, namely harmonious relationships.

With the existence of personality differences in humans, the possibility that conflict will occur in an organization cannot be avoided. In simple terms, conflict refers to any tension experienced by a person if he believes that his needs or desires are being hampered or disappointed.

For instance, employees in a company want the company to provide for their basic needs, whereas company owners have other interests in developing the company and need to improve its competitive position. Competition can be strengthened if companies are able to dominate the market. Market control can be achieved, among other things, by pressing prices below the prices of other companies. Reducing prices is only possible if you reduce production costs. Reducing production costs can be achieved, including by reducing labor costs, while employees want to earn sufficient salaries. This kind of difference often triggers conflicts that occur in company life. If not handled seriously, it will have a very significant impact on efforts to achieve company goals, one of which is that low overall employee performance will affect company productivity.

The PT. Meratus Line Surabaya workshop company is a company engaged in ship repair and maintenance that consists of several departments. There are several operational structures in the company that involve all levels of employees, from the lowest to the highest. The structure of the company is occupied by professionals in their respective fields with a variety of characters and traits. In human resource management, this is considered unique in itself. With the proclamation of changes in terms of structural and technological matters by company leaders to improve employee performance and to be able to compete with other workshops, the researcher wants to know how much influence these things have on employee performance at the workshop company, PT. Meratus Line Surabaya. Furthermore, this research will be entitled "The Effect of Change Management, Leadership Style, Motivation, Work Conflict and Work Stress on Employee Performance at the Workshop of PT. Meratus Line Surabaya."

METHOD

The research conducted used a quantitative descriptive approach by focusing on hypothesis testing in producing a conclusion. The research location is the workshop of PT Meratus Line Surabaya, which is located on Jl. Ikan Dorang No. 9 Surabaya. According to Sugiyono (2015), the term "population" refers to a category of things or people that researchers choose to study and then draw conclusions from. In this study, the population is all employees of the workshop of PT. Meratus Line Surabaya. The sample is part of the population that is considered representative enough (Sugiyono, 2015). The sampling technique in this study used the total sampling/census technique, namely all employees of the workshop of PT. Meratus Line Surabaya, totaling 74 respondents, became research samples. Researchers used a Likert scale to determine the level of employee performance by determining the score on each question. The Likert scale is a scale used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena in the form of multiple choices (Sugiyono, 2015). In this research, the data sources used include primary data and secondary data. Primary data was obtained directly from the main source of the research object by distributing questionnaires to relevant respondents. Meanwhile, secondary data was

JSSBS (Journal of Social Sciences and Business Studies), Volume 2, No. 1, pp. 163-169

obtained from company documents or archives, as well as the results of interviews conducted. The analysis technique used in this research is multiple linear regression analysis. The regression model is used to assume that there is a linear relationship between performance variables and organizational change variables, such as leadership style, motivation, work conflict, and work stress.

RESULT AND DISCUSSION

Change management (X1), leadership style (X2), motivation (X3), work conflict (X4), and work stress (X5) simultaneously affect performance (Y), as evidenced by testing with the F test, where the results showed that the value of $F_{count} > F_{table}$, namely $20.540 > 2.350$. The results of the research with the F test mean that it supports the hypothesis proposed that "it is suspected that change management, leadership style, motivation, work conflict, and work stress simultaneously affect performance at the workshop of PT. Meratus Line Surabaya."

The results of this study can be used as policy material for the workshop of PT. Meratus Line Surabaya, namely that if you want to improve your performance, it can be done by managing changes more systematically and structuredly, as a leader must be able to understand the character of his employees and motivate them not only by relying on bonuses but also with other methods.

Change management (X1), leadership style (X2), motivation (X3), work conflict (X4), and work stress (X5) partially have a significant effect on performance, as evidenced by testing with the t test, where the results show that the t value of the change management variable (X1) is greater than the t table, namely $4,356 > 1,995$, the t value of the leadership style (X2) is greater than the t table, namely $3,893 > 1,995$, the t value of the motivation variable (X3) is greater than the t table, namely $3,993 > 1,995$, work conflict (X4) is greater than the t table, namely $-3,032 > 1,995$, and work stress (X5) is greater than the t table, namely $-2,689 > 1,995$. The results of this study mean that it supports the hypothesis proposed that "it is suspected that change management, leadership style, and motivation partially affect employee performance at the workshop of PT. Meratus Line Surabaya."

The results of this study indicate that change management, leadership style, and motivation have an effect on improving employee performance, while work conflict and work stress have an effect on reducing employee performance. So changes in the company, if carried out systematically where employees understand that change is natural and can accept these changes, followed by how to apply the changes properly, will have a positive impact on improving performance.

CONCLUSION

Based on research on change management, leadership style, motivation, work conflict and work stress on employee performance at the workshop of PT Meratus Line Surabaya, the following conclusions are obtained: Change management variables, leadership style, JSSBS (*Journal of Social Sciences and Business Studies*), Volume 2, No. 1, pp. 163-169

motivation, work conflict and work stress simultaneously have a positive and significant effect on employee performance. Change management variables, leadership style, motivation, work conflict and work stress partially affect employee performance. Change management variables have a dominant effect on employee performance.

Further research needs to be carried out on factors other than change management, leadership style, motivation, work conflict, and work stress that affect employee performance at the PT Meratus Line Surabaya Workshop company. Although the five variables are able to explain the influence of 60.2% between the independent variable and the dependent variable, this study has not included other variables with a correlation of 39.8%, which may affect and improve the results of this study. It is also necessary to conduct research on different case studies with different companies because each company has unique characteristics and different employees. Research on other variables that influence performance apart from these five variables can be used as a comparison and continuation of this research. Apart from that, it is necessary to look for a larger population because this will affect the research results, and the resulting data will be more specific and accurate. More in-depth research also needs to be carried out because there are two variables that have no significant influence on employee performance. This research also has limitations, such as the limited number of respondents not being able to describe real conditions, time and cost limitations, which affect research performance, as well as limited data accuracy, which is an obstacle in this research. Given these limitations, it is hoped that improvements can be made for future research.

REFERENCES

- Dessler, Gary. (2011). *Manajemen Sumber Daya Manusia, Edisi Kesepuluh, Jilid 1*. Jakarta: PT. Indeks.
- Ghozali, Imam. (2016). *Aplikasi Analisis Multivariat Dengan Program SPSS, Edisi Kedelapan*. Semarang: Badan Penerbit Universitas Diponegoro.
- Gitasudarmo dan Indriyanto Sudita. (2015). *Perilaku Keorganisasian, Edisi Pertama, Cetakan Ketujuh*. Yogyakarta: BPFE.
- Handoko, T. Hani. (2013). *Manajemen*. Yogyakarta: BPFE.
- Harischandra, Hans. (2007). Pengaruh Manajemen Perubahan Terhadap Budaya Organisasi Dan Gaya Kepemimpinan Manager di PT. Alfa Retailindo Tbk. *Jurnal Manajemen*, 3(1).
- Hasibuan, Malayu. (2006). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Indrasari, Meithiana. (2017). *Kepuasan Kerja dan Kinerja Karyawan*. Indomedia Pustaka.
- Koesmono, H. Teman. (2005). Pengaruh Budaya Organisasi Terhadap Motivasi dan Kepuasan Kerja Serta Kinerja Karyawan.

- Kristanti, Juny. (2011). Pengaruh kepemimpinan dan Manajemen Perubahan Terhadap Budaya Organisasi dan Kompetensi Karyawan PTPN XII Kebun Kendeng Lembu Glenmore Banyuwangi. Skripsi.
- Kurnia, Ivan. (2013). Pengaruh Motivasi, Gaya Kepemimpinan, Stres Kerja dan Konflik Kerja Terhadap Kinerja Karyawan PT Ciptalift Sejahtera.
- Priyatno, Dwi. (2013). *Mandiri Belajar Analisis Data SPSS*. Yogyakarta: Mediakom.
- Malholtra, Naresh K. (2010). *Riset Pemasaran, Edisi Keempat, Jilid 2*. Jakarta: PT. Indeks.
- Mathis, Robert L. (2006). *Human Resource Management*. Jakarta: Salemba Empat.
- Pradana, Achmad N. (2016). Pengaruh Stres Kerja dan Gaya Kepemimpinan Terhadap Kinerja Karyawan pada PT Trias Sentosa Tbk Sidoarjo. Skripsi
- Prasetyo, Bambang dan Lina Miftahul Jannah. (2012). *Metode Penelitian Kuantitatif: Teori Dan Aplikasi*. Jakarta: PT. Raja Grafindo Persada.
- Reksohadiprojo, Sukanto dan T. Hani Handoko. (2001). *Organisasi Perusahaan: Teori, Struktur, dan Perilaku, Edisi 13*. Yogyakarta: BPFE.
- Robbins, Stephen. P dan Mary Coulter. (2010). *Management, Jilid 2, Edisi Kesepuluh*. Jakarta: Erlangga.
- Santoso, Singgih. (2000). *Buku Latihan SPSS Statistik Parametrik, Edisi Pertama*. Jakarta: PT. Media Elex Computindo.
- Sugiyono. (2015). *Metode Penelitian Kuantitatif, Kualitatif dan R&D, Cetakan ke-22*. Bandung: Alfabeta.
- Sugandha dan Dann. (2001). *Kepemimpinan Di Dalam Organisasi Masyarakat*. Bandung: Sinar Baru, Bandung.
- Sunarcaya, Putu. (2008). Analisis Faktor Yang Mempengaruhi Kinerja Pegawai Di Lingkungan Dinas Kabupaten Alor Nusa Tenggara Timur. Thesis, Program Pasca Sarjana, Universitas Terbuka.
- Stoner, James A. F., et. all. (1996). *manajemen (terjemahan)*. Jakarta: Prenhallindo.
- Rivai, Veithzal. (2014). *Manajemen SDM Untuk Perusahaan, Edisi Ketiga*. Jakarta: Rajawali Pers.
- Williams, Chuck. (2009). *Principles Of Management, Edisi Kelima*. South-Western Cengage Learning.
- Winardi J. (2009). *Manajemen Perubahan (management of change)*. Prenada Media Grup.
- www.cokroaminoto.wordpress.com
- www.ekonomimanajemen.blogspot.com
- www.ilmanajemen.blogspot.com