

Research Article

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The Effect of Work Conflict on Employee Performance: The Moderating Role of Transformational Leadership

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Abstract: *In today's global era, the work environment often faces challenges, one of which is work conflict which can have a negative impact on employee performance. The purpose of this study is to gain a better empirical understanding of the effect of work conflict on employee performance and the role of transformational leadership in moderating work conflict. This study used a purposive sampling technique involving 220 operational staff respondents at a manufacturing company in the Cikarang, Bekasi area. Data analysis used Structural Equation Modeling-Partial Least Square (SEM-PLS). This study produced findings including work conflict having a negative effect on employee performance, then transformational leadership having a positive effect on employee performance, then work conflict having no effect on job satisfaction, and job satisfaction having no effect on employee performance. Further research is expected to expand the scope of the research area and add other variables related to employee performance such as employee engagement.*

Keywords: *Transformational Leadership, Work Conflict, Employee Performance, Job Satisfaction.*

Introduction

In today's global era, the work environment often experiences challenges so that the right leader is needed to encourage success in managing the organization (Schermuly & Meyer, 2020). One of the factors for the success of an organization is the choice of leadership style used in the organization (Bader et al., 2023). Transformational leadership style can influence a person's feelings, actions and enthusiasm (Berkovich & Eyal, 2021). Transformational leadership is based on trust and commitment that influences the way leaders and their subordinates interact (Ali et al., 2020). The role of transformational leadership is important in encouraging employees to increase their self-confidence so that it helps them to handle conflicts and do their jobs better (Deng et al., 2023).

Work conflict can arise when employees feel dissatisfied with their work and work environment (Kim et al., 2023). In the study of Jing et al. (2023) work conflict can affect employees' feelings and views on the work at hand. When individuals feel negative emotions due to differences of opinion about work processes, tasks or values applied in the workplace, it can be a factor in the emergence of work conflict (Sun et al., 2023). The occurrence of work conflict in a company can affect employees' attitudes towards their work (Putri, 2024). Carrying out proper identification to find out the causes of conflict can directly accelerate the increase in employee performance significantly (Soleimani & Yarahmadi, 2023).

A good relationship between employees and leaders is something that companies must pay attention to (Chen, 2024). Employee performance is the result of work or employee performance in carrying out an activity to achieve the vision and mission of the organization (Kebe et al., 2024). Maintaining performance amidst conflicts that occur is difficult for employees because the stress that arises due to conflict can trigger a decrease in enthusiasm for work (Mehmood et al., 2024). In a study conducted by Nur (2022), employee performance can be strengthened by transformational leadership which focuses on motivating individuals

to work beyond expectations. Not a few company leaders believe that employee performance can also be influenced by job satisfaction (Zulkifli et al., 2023).

High job satisfaction in the company will have a good impact in the form of optimal work results (Rabbad et al., 2024). Companies that want to maximize employee potential to achieve organizational goals need to pay attention to job satisfaction and employee performance because these two concepts are one of the determinants of the success of an organization (Kalra et al., 2023). Job satisfaction can be a positive or negative feeling felt by employees towards their work including satisfaction with salary, work environment and career opportunities (Kusentyo Putra & Kurniawati, 2024). In a study conducted by Yeni et al. (2022) high job satisfaction can increase work enthusiasm. Optimal performance is the result of effective job satisfaction management so that it contributes to the progress of the company (Xiao et al., 2024).

Studies related to transformational leadership, work conflict, job satisfaction and employee performance have been conducted previously. Where work conflict affects employee performance (Pregernig, 2017; Rezvani et al., 2019; Ye et al., 2019; Rodríguez et al., 2022; Haryanto et al., 2022). Transformational leadership affects employee performance (Eliyana et al., 2019; Senjaya & Anindita, 2020; Wang et al., 2021; Nur et al., 2022) Transformational leadership moderates the effect of work conflict on employee performance (Buil et al., 2019; Haryanto et al., 2022; Pramono, 2022; Ahmad, 2024). Furthermore, work conflict affects job satisfaction (Hagemeister & Volmer, 2018; Jing et al., 2023; Kalra et al., 2023; Kim et al., 2023). Then job satisfaction affects employee performance (Wolomasi et al., 2019; Haryanto et al., 2022; Ariani, 2023; Candra et al., 2023; Memon et al., 2023; Jabid et al., 2023).

This study develops the research of Haryanto et al. (2022) by adding a job satisfaction variable so that it can measure more deeply the extent to which job satisfaction with their work can affect their relationship with the company. Then, another gap lies in the difference in research locations where the current research was conducted in a manufacturing company in Cikarang, Bekasi while the previous research was conducted in an Indonesian railway company.

This study aims to review the results of previous studies by exploring the influence of work conflict on employee performance and confirming the moderating role of transformational leadership. So that the results of this study are expected to provide insight into how the type of transformational leadership can help companies in facing one of the challenges, namely work conflict.

Literatur Review

Transformational Leadership

In a study conducted by Pracoyo et al. (2022) Transformational Leadership is a type of leadership that influences subordinates through feelings of pride, trust, inspiration and motivation. According to Nguyen et al. (2023) transformational leadership is a leadership style that organizations need to improve employee performance in a work environment that continues to develop. In a study conducted by Lee et al. (2023) it is explained that transformational leadership is a form of coaching for employees in developing trust in their leaders by maintaining good interactions and setting the same goals. Transformational leadership leaders motivate employees with their charisma and new ideas so that employees and organizations can become better (Fahy et al., 2024). Furthermore, in a study conducted by Muhajiroh & Noermijati (2024) it is explained that leaders are believed to have full responsibility for whether or not a goal is achieved in the organization so that the success or failure of the organization can be influenced by the leader and his leadership style.

Work Conflict

A study conducted by Arfizal et al. (2014) stated that conflict is a situation that occurs due to differences in goals and emotions that are not in line with each other between individuals which then causes disputes. In line with this, Weerarathna (2014) stated that work conflict arises due to differences in goals, interests, and work methods so that it has an impact on performance. Work conflicts that occur are often influenced by work problems experienced by employees, such as disturbing situations where teams or departments do not want to share information or knowledge (Pramono, 2022). Another study explains that conflicts that occur in a person's work can cause work stress for the parties involved (Kurniawan et al., 2018). In line with this study, Kundi et al. (2023) explained that work conflict can affect the emotional impact and negative attitudes of an employee in response to the conflict that occurs.

Job Satisfaction

Fidyah & Setiawati (2020) explained that job satisfaction is a condition where employee emotions that are pleasant or unpleasant can be formed because of their work. This was also conveyed by Stephan et al. (2022) that job satisfaction can affect mood, enthusiasm, and work motivation in increasing productivity. Job satisfaction can be interpreted as a feeling or attitude of an employee towards things related to work such as the work environment, communication between coworkers, working conditions, and appreciation (Ullah et al., 2021). Meanwhile, according to Riyanto et al. (2021) job satisfaction cannot be seen from one perspective but rather it is necessary to first understand all aspects of the work that determine how employees feel treated fairly in their work. Another opinion says that job satisfaction is a positive aspect or negative reaction to the work environment (Jabid et al., 2023).

Employee Performance

Employee performance is the ability of an employee to carry out activities that aim to contribute to organizational development (Çetin & Aşkun, 2018). Mahdi Abaker et al. (2023) provide the opinion that employee performance is related to work and its results regarding what to do and how to achieve it. Furthermore, Hariadi & Muafi (2022) also explain that employee performance is the result of an employee's work where the results of their work must be shown through real and measurable evidence. In line with this, Kusumah et al. (2021) in their study also argue that employee performance is the result or level of success of a person as a whole during a certain period of time in carrying out tasks compared to various possibilities, such as work standards, targets, and criteria that have been determined in advance and agreed upon together. Another explanation related to employee performance is also explained by Budianto & Kurniawati (2024) who say that employee performance is a result given by employees with different times and results for each employee based on their respective authorities and responsibilities to achieve the performance expected by the company or organization.

Hypothesis Development

Relationship between Work Conflict and Employee Performance

Haryanto et al. (2022) argue that work conflict occurs due to employee incompatibility in processing assigned work tasks such as differences in ideas in working, differences of opinion and misunderstandings that occur during the implementation of tasks. Rezvani et al. (2019) stated that conflict within a group can increase due to lack of effective communication, lack of creativity in completing various tasks and passivity of team members which causes team performance to decline. Research by Rodríguez et al. (2022) states

that the higher the work conflict that occurs, the lower the employee performance will be. There is a negative influence between work conflict and employee performance (Pregernig, 2017; Ye et al., 2019; Haryanto et al., 2022). Therefore, this study proposes the following hypothesis:

H1: Work Conflict has a negative impact on Employee Performance.

Relationship between Transformational Leadership and Employee Performance

The results of a study conducted by Senjaya & Anindita (2020) stated that transformational leadership is a leadership that provides support, inspires, motivates, and builds employee self-confidence so that employees feel satisfied at work. This is in accordance with Wang et al. (2021) who stated that transformational leadership helps facilitate the exchange of information, motivates members through communication and encourages innovation in its employees. In a study conducted by Mardian et al. (2023) explained that leaders who use a transformational leadership style can maximize the abilities of their employees so that employees have positive feelings about their work. The results of other studies prove that transformational leadership has a positive and significant influence on employee performance (Eliyana et al., 2019; Nur et al., 2022; Sinaga et al., 2018). Based on the above, the hypothesis of this study can be proposed as follows:

H2: Transformational Leadership has a positive influence on Employee Performance.

The Role of Transformational Leadership in Moderating the Influence of Work Conflict on Employee Performance

Buil et al. (2019) explained that transformational leadership has the ability to inspire, motivate, show concern for employee development, and act as an advisor to them. Pramono (2022) also explained that the influence of transformational leadership is more dominant than the influence of work conflict in influencing employee performance. Haryanto et al. (2022) explained that when there is a conflict that affects employee performance, intervention from transformational leadership can weaken its negative impact. Leaders who demonstrate transformational leadership behavior tend to pay significant attention to matters related to the work needed by their employees. Research conducted by (Ahmad, 2024; Pramono, 2022; Wang et al., 2021) states that transformational leadership significantly moderates the influence of work conflict on employee performance. Based on the above, this study formulates the following hypothesis:

H3: Transformational Leadership moderates the influence of Work Conflict on Employee Performance.

Relationship between Work Conflict and Job Satisfaction

According to research by Jing et al. (2023) work conflict can cause feelings and attitudes that affect their work such as feelings of happiness or not, satisfaction or dissatisfaction with the environment, tasks and working conditions being faced. The results of another study by Kim et al. (2023) job satisfaction and conflict can arise due to a mismatch between employee expectations and reality in the work environment or factors outside the individual's work environment so that conflicts that are not handled properly will have a negative impact on job satisfaction. In line with previous research according to Azhar & Afriyani (2021) conflict in the work environment will reduce the level of satisfaction at work and create an uncomfortable situation. The study explains that the conflict that occurs has a negative impact on job satisfaction (Hagemeister & Volmer, 2018; Kalra et al., 2023; Singgih Santoso & Anoesyirwan Moeins 2021). Based on the above, the following hypothesis is formulated:

H4: Work Conflict has a negative effect on Job Satisfaction.**Relationship between Job Satisfaction and Employee Performance**

Memon et al. (2023) explained that the higher the job satisfaction, the higher the employee performance, while if the job satisfaction is low, it will have a negative impact on employee performance. According to the results of a study conducted by Ariani (2023), job satisfaction can provide a feeling of happiness so that employees can work harder and be motivated. Increasing job satisfaction can have a positive impact on employee performance when employees feel satisfied with the work they do, they tend to be more committed to giving their best (Egemen, 2024). This is reinforced by research that explains that job satisfaction has a significant relationship with employee performance because it can encourage employees to work more productively (Candra et al., 2023; W. Jabid et al., 2023; Wolomasi et al., 2019). Based on the above, the hypothesis proposed in this study is as follows:

H5: Job Satisfaction has a positive effect on Employee Performance.

To provide clarity and simplify the direction of the research to be carried out, a research model is presented in the form of Figure 1. The following research model:

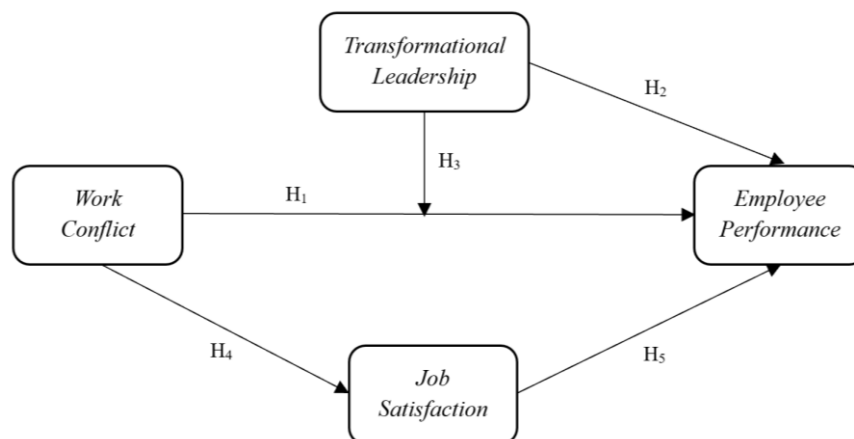


Figure 1. Research Model

Method

In this study, the author used a quantitative research method to determine the relationship between transformational leadership, work conflict, employee performance, and job satisfaction objectively.

Researchers conducted measurements of the variables studied by adopting previous studies. Where the work conflict and task conflict variables were measured with 6 statements adopted from (Weingart & Jehn, 2012). The relationship conflict variable was measured with 4 statements adopted from (Weingart & Jehn, 2012). After that, the process conflict was measured with 3 statements adopted from (Weingart & Jehn, 2012). The employee performance and task performance variables were measured with 6 statements adopted from (Koopmans et al., 2014). Adaptive performance was measured with 4 statements adopted from (Koopmans et al., 2014). Contextual performance was measured with 8 statements adopted from (Koopmans et al., 2014). The transformational leadership variable was measured with 6 statements adopted from (Avolio et al., 1999). And the job satisfaction variable was measured with 6 statements adopted from (Robbins & Judge, 2013). This study uses a Likert scale to measure research items with 5 scales starting from 1 (strongly disagree) to 5 (strongly agree). The accumulation of measurements amounted to 43 statements.

The population in this study were all employees of manufacturing companies in the Cikarang, Bekasi area. The research sample used a purposive sampling technique with sample criteria, namely employees of manufacturing companies in the operational staff section with a work period of more than 6 months. Samples were obtained from employees of manufacturing companies in the Cikarang, Bekasi area with sociodemographic characteristics, namely gender, age, education, employment status, work period of more than 6 months and amount of income. Data collection in this study used a survey method, namely by distributing questionnaires in the form of a list of statements regarding problems related to the object being studied online using the Google form application. Determination of the number of samples was based on the theory of Hair et al. (2019) which states that the number of samples in the PLS Structural Equation Modeling (SEM) analysis, the number of samples required is at least 5-10 times the number of questionnaire statements. Therefore, the number of respondent samples in this study was 215 respondents (5 x 43 statements).

This research is a quantitative research by conducting hypothesis testing collected based on statistical procedures by conducting a pre-test on 30 respondents to identify and eliminate potential misunderstandings in the measuring instrument used in measuring the research variables Malhotra (2010) which uses Moderated Regression Analysis as a data analysis system covering aspects including regression analysis, path analysis and determination coefficient test. Then the researcher tested the validity and reliability with Structural Equation Modeling - Partial Least Square (SEM-PLS) which uses statistical software as an analysis tool to analyze primary data totaling 220 respondents. In conducting validity and reliability tests, regression analysis, correlation analysis and determination coefficient analysis were used by looking at the Kaiser-Meyer-Olkin measure of sampling (KMO) and Measure of Sampling Adequacy (MSA) values. The KMO and MSA values above 0.5 indicate suitability in factor analysis. Furthermore, according to Hair et al. (2019) the reliability test results will be reliable if the Cronbach's alpha value is more than 0.6.

The results of the questionnaire that was distributed on December 23, 2024 online using Google Forms so that 220 respondents were obtained who had met the applicable terms and conditions. Based on the data obtained, female respondents were 43.2% and male respondents were 56.8% where the total number of respondents had worked in manufacturing companies in the Cikarang, Bekasi area for more than 6 months. Furthermore, the work status of all respondents was recorded as 37.3% as permanent employees and 62.7% as contract employees. The age of 25-30 years (57.7%) dominated the age of respondents involved in this study and the majority of the total respondents had a final education of S1 with a percentage (58.6%).

Outer Model Test Results

Table 1. Outer Model Results

Variable	Indicator	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
<i>Work Conflict</i>	WC1	0.869	0.965	0.969	0.706
	WC2	0.855			
	WC3	0.827			
	WC4	0.814			
	WC5	0.821			
	WC6	0.862			
	WC7	0.842			
	WC8	0.815			

	WC9	0.844			
	WC10	0.839			
	WC11	0.836			
	WC12	0.856			
	WC13	0.836			
<i>Transformational Leadership</i>	TL1	0.771	0.873	0.904	0.613
	TL2	0.733			
	TL3	0.746			
	TL4	0.830			
	TL5	0.844			
	TL6	0.765			
<i>Job Satisfaction</i>	JS1	0.809	0.921	0.938	0.716
	JS2	0.813			
	JS3	0.858			
	JS4	0.864			
	JS5	0.887			
	JS6	0.844			
<i>Employee Performance</i>	EP1	0.868	0.964	0.968	0.624
	EP2	0.776			
	EP3	0.837			
	EP4	0.762			
	EP5	0.753			
	EP6	0.786			
	EP7	0.729			
	EP8	0.720			
	EP9	0.792			
	EP10	0.728			
	EP11	0.797			
	EP12	0.823			
	EP13	0.836			
	EP14	0.774			
	EP15	0.787			
	EP16	0.750			
	EP17	0.888			
	EP18	0.791			

Source: Researcher-processed data findings, 2025

In this study, validity and reliability tests were conducted. According to Hair et al. (2019), outer loading can be declared insignificant if it has a value < 0.50 so that the outer loading value > 0.60 is declared significant and can be used in further research. The results found showed that all outer loading values on the variables showed significant results and could be accepted with a value (0.720 - 1.105) which is > 0.60 .

Furthermore, the reliability test is measured by considering the Cronbach's Alpha and Composite Reliability values with recommended values not < 0.60 or close to 1 (Hair et al., 2019). The results of the study in table 10 appendix 5, found that the coefficient value of Cronbach's Alpha on each variable was not < 0.60 . The Cronbach's Alpha value found in the work conflict variable is 0.965, transformational leadership 0.873, job satisfaction as a mediating variable 0.921, transformational leadership as a moderating variable 1.000, and employee performance is 0.964, while the Composite Reliability value was found in the work conflict variable, namely 0.969, transformational leadership 0.904, job satisfaction as a mediating variable

0.938, transformational leadership as a moderating variable 1.000, and employee performance is 0.968. Thus the results of the study indicate that all variables have a high level of reliability.

Then to measure the Average Variance Extracted (AVE) value must be with the criteria of value > 0.50 (Hair et al., 2019). The results of data processing in table 10 appendix 5 show that the work conflict value is 0.706, transformational leadership 0.613, job satisfaction as a mediating variable 0.716, transformational leadership as a moderating variable 1,000, and employee performance is 0.624. The data shows that each variable has a good validity value.

After that, the research results obtained the R Square adjusted employee performance value of 0.852. This shows that work conflict and transformational leadership have an influence of 85.20% on employee performance, while other variables of 14.80% are explained outside this study. Then, the R Square adjusted value of job satisfaction is -0.004 which shows that there is no mediating effect of job satisfaction on work conflict and employee performance of 0%, while 100% is influenced by other variables not examined in this study.

Inner Model Test Results (Hypothesis Test)

At the inner model testing stage where path coefficients are viewed based on the T statistics and P values using the bootstrapping method with one-tailed significance criteria. As for the T statistics value > 1.65 with a 95% confidence level or a P value < 0.05 to support the accepted hypothesis (Hair et al., 2021). Where the direction of the relationship can be determined using the Original Sample.

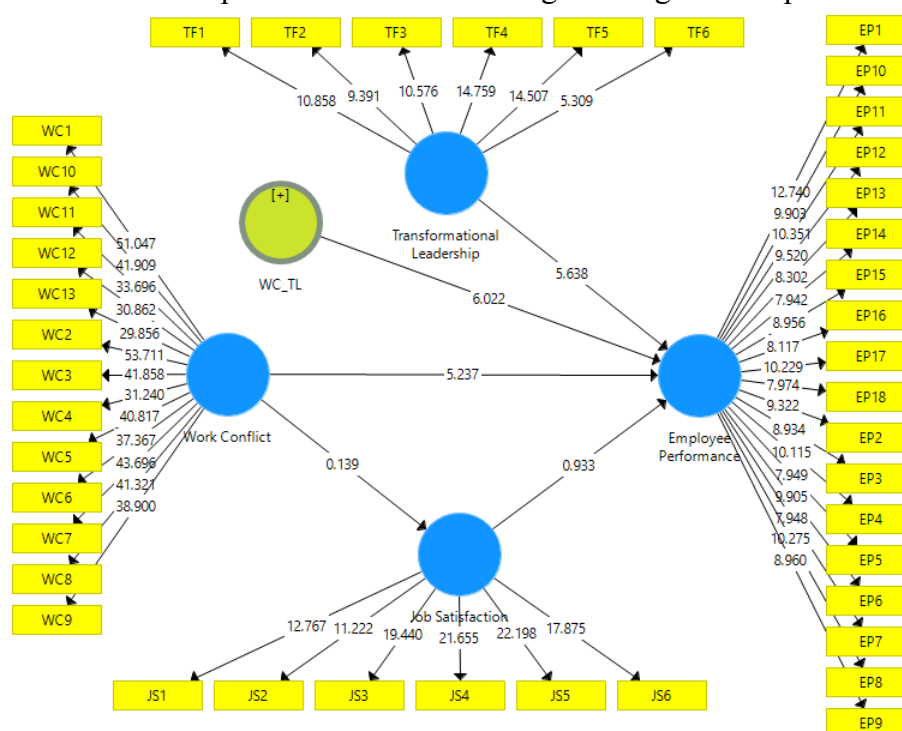


Figure 2. Hypothesis Test Results

Based on the results of the inner model test in Figure 2, the table of hypothesis test results from the research model can be seen as follows:

Table 1. Hypothesis Test Results

	<i>Hypothesis</i>	<i>T - Statistic</i>	<i>P - Value</i>	<i>Information</i>
WC → EP	H ₁	4.167	0.000	The data support the hypothesis
TL → EP	H ₂	5.755	0.000	The data support the hypothesis
WC → JS	H ₄	0.132	0.448	The data does not support the hypothesis
JS → EP	H ₅	1.057	0.146	The data does not support the hypothesis

Source: Researcher-processed data findings, 2025

Based on the results of the hypothesis test in the table above, it was found that out of 5 hypotheses proposed, 3 hypotheses were accepted and 2 hypotheses were rejected. Testing H₁ on the effect of work conflict on employee performance obtained a T statistic of 4.167 > 1.65 with a P value of 0.000 < 0.05 and a negative original sample value (-0.217). This means that there is a negative influence between work conflict and employee performance, so H₁ is accepted. Testing H₂ on the effect of transformational leadership on employee performance obtained a T statistic of 5.755 > 1.65 with a P value of 0.000 < 0.05 and a positive original sample value (0.412). This means that there is a positive influence between transformational leadership and employee performance, so H₂ is accepted.

Next, testing H₄ the influence of work conflict on job satisfaction, the T statistic result is 0.132 < 1.65 with a P value of 0.448 > 0.05 and a positive original sample value (0.012). This means that there is no direct influence between work conflict and job satisfaction, thus H₄ is rejected. Testing H₅, the influence of job satisfaction on employee performance, the T statistic result is 1.057 < 1.65 with a P value of 0.146 > 0.05 and a positive original sample value (0.068). This means that there is no direct influence between job satisfaction and employee performance, thus testing H₅ is rejected.

Moderation Effect

Table 2. Moderation Test Results

	<i>Hypothesis</i>	<i>T - Statistic</i>	<i>P - Value</i>	<i>Information</i>
TL x WC → EP	H ₃	5.688	0.000	The data support the hypothesis

Source: Researcher-processed data findings, 2025

Then, in testing H₃ the role of transformational leadership moderates the influence of work conflict on employee performance, the statistical result of T is 5.688 > 1.65 with a P value of 0.000 < 0.05 and the original sample value is positive (0.490). This means that there is a moderating influence of transformational leadership between work conflict and employee performance. So H₃ is accepted.

Results and Discussion

This study found that work conflict has a negative effect on employee performance. The results of the study show that conflict occurs due to differences, including differences in how each individual works and differences of opinion regarding the responsibility of who should complete certain tasks given. This is based on when employees do not share their ideas with coworkers. In addition, the inability of employees to manage changes or situations that are occurring in the workplace is one of the reasons for work conflict, which reduces their performance. The results of this study are reinforced by a study conducted by Budiansyah (2021) that work conflict negatively affects employee performance.

The second finding found that transformational leadership has a positive effect on employee performance. This is based on when employees always complete work and various tasks given on time.

This indicates that transformational leadership in the company has the ability to inspire and motivate employees, so that employees feel enthusiastic about doing their jobs. Employees who have a desire to develop in the work environment tend to be more responsive to the transformational leadership approach. The results of this research exploration are reinforced by previous research where transformational leadership affects employee performance (Nur et al., 2022).

The third finding from this exploration proves that transformational leadership moderates work conflict and employee performance by weakening the impact of work conflict. This is because employees and coworkers experience conflict due to differences in determining how to work. The transformational leadership style through an inspirational approach is able to create solutions that suit the needs of its subordinates. This indicates that when transformational leadership provides clear solutions by providing emotional support and encouraging employee self-development, it can help employees overcome conflicts that arise and stay focused on their performance. This is in line with previous research which states that transformational leadership has the ability to adapt to situational changes so that it can reduce the impact of work conflict that occurs on employee performance (Haryanto et al., 2022).

Then the fourth finding in this study still does not prove that work conflict has an effect on job satisfaction. This is based on when employees feel satisfied with the income they receive because it matches the skills they provide to the company so that it can change the influence of conflict. This also indicates that the company has a well-structured system and procedures in managing employee wages. so that there is no influence of the conflict that occurs on employee job satisfaction. This is reinforced by research by Phulpoto et al. (2021) that work conflict has no effect on employee performance.

Finally, the findings in this study are that job satisfaction has no effect on employee performance. This is because employees always try to maintain work standards and results that must be achieved while working. This means that what makes them continue to work with high performance is not only because they are satisfied with their work but because of the desire to achieve the results that have been set. Although job satisfaction can have an effect, in this study job satisfaction was not the main factor that determined their performance. The results of this study are reinforced by previous studies stating that job satisfaction does not affect employee performance (Fonataba & Marchyta, 2021).

Closing

Conclusion

This study provides confirmation regarding the negative influence of work conflict on employee performance of operational staff of manufacturing companies in the Cikarang, Bekasi area. Furthermore, the application of transformational leadership style can provide a positive impact so as to improve employee performance. Then, the results of this study also prove the success of transformational leadership moderation by weakening the impact of work conflict on employee performance. However, this study has not found that work conflict has an influence on job satisfaction. And job satisfaction does not have an influence on employee performance. In addition, the majority of respondents in this study were women as much as 56.8%, with an age range of 25 - 30 years (57.7%), dominated by permanent employees (62.7%) and the last education is S1 (58.6%) with the majority of monthly income of Rp. 4,000,001 - Rp. 5,000,000 as much as 39.5%.

Limitation

In this study, there are several limitations and shortcomings. First, this study only involved respondents who worked as operational staff at a manufacturing company in the Cikarang, Bekasi area, where of course this study does not describe overall similar conditions for other industries or the same industry but in different areas. Second, research that specifically examines the impact of work conflict on job satisfaction is still rare, so future researchers are advised not only to use journal article sources but also to consider using book sources. This is important because literature from books can provide a broader and deeper perspective on the relationship between work conflict and job satisfaction, as well as develop theoretical understanding in this field. Third, this study ends with the employee performance variable as the research objective. Researchers recommend adding other variables such as employee engagement in further research. Where employee engagement has a positive involvement in producing effective and innovative performance (Ardiansyah, 2020).

Managerial Implications

This study provides managerial implications. Companies are advised to be more active in managing work conflict by ensuring a clear division of tasks and providing communication training with teamwork so that employees can resolve differences better. In addition, the transformational leadership style needs to be applied effectively, where leaders not only provide direction but are also able to inspire, motivate and support employees emotionally. This approach can help reduce the negative impact of work conflict by providing more collaborative solutions through mentoring and coaching sessions for employees. On the other hand, companies must continue to maintain transparency in the payroll system so that employees continue to feel valued according to their skills and contributions. And because job satisfaction does not always have an influence on employee performance, companies are advised to focus more on creating clear performance standards by providing realistic and challenging targets, and building a work environment that is conducive to productivity. So that companies can improve employee performance, reduce the negative impact of work conflict and strengthen the role of leaders to support the success of the team in achieving organizational goals.

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