

INFLUENCE LEADERSHIP STYLE AND WORK ENVIRONMENT ON CONFLICT AND EMPLOYEE PERFORMANCE Regional Financial and Asset Agency of Maros Regency.

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Abstract

This study aims to analyze leadership style that has an indirect influence on employee performance through conflicts that occur in the Regional Financial and Asset Agencies of Maros Regency and to analyze the work environment that has an indirect influence on employee performance through conflicts that occur in Regional Financial and Asset Agencies Mars County. This study uses a quantitative approach. The data used is primary data. A sample of 60 respondents. The respondent is a permanent employee/state civil apparatus of the Maros Regency Regional Finance and Assets Agency. Data collection was carried out through a survey using a questionnaire distributed to respondents. Data were analyzed using multiple regression analysis and path analysis using the statistical package for the social sciences (SPSS) version 24. The results showed that leadership style and work environment have a direct influence on employee performance through conflict that occurred in the Maros Regency Regional Financial and Asset Agency, and there was an indirect influence on employee performance through conflicts that occurred in the Maros Regency Regional Financial and Asset Agency. This shows that when the leadership style and work environment are high, the employee's performance will increase and vice versa. The results of the study show that leadership style and work environment have a direct influence on employee performance through conflicts that occur in the Maros Regency Regional Finance and Asset Agency, and there is an indirect influence on employee performance through conflicts that occur in the Maros Regency Regional Financial and Asset Agency. This shows that when the leadership style and work environment are high, the employee's performance will increase and vice versa. The results of the study show that leadership style and work environment have a direct influence on employee performance through conflicts that occur in the Maros Regency Regional Finance and Asset Agency, and there is an indirect influence on employee performance through conflicts that occur in the Maros Regency Regional Financial and Asset Agency. This shows that when the leadership style and work environment are high, the employee's performance will increase and vice versa.

Keywords: Leadership Style, Work Environment, Conflict, Employee Performance

A. INTRODUCTION

The Maros Regency Regional Finance Agency is a government agency that is quite busy with work. Based on the Maros Regent Regulation of 2022 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of Regional Financial and Asset Agencies, an Agency Head performs the following functions;

1. Formulation of policies for implementing government affairs in the areas of budget planning, treasury, accounting, reporting and management of regional property.
2. Implementation of policies in the field of budget planning, treasury, accounting, reporting and management of regional property.
3. Implementation of evaluation and reporting in the field of budget planning, treasury, accounting, reporting and management of regional property.
4. Implementation of the administration of regional financial bodies and assets, and the implementation of other functions assigned by the Regent related to their duties and functions.

Based on an interview with an employee regarding performance, overall it has been quite good supported by an attendance of around 90% for the last three months of this year 2022 (March, April and May). However, when viewed from the timeliness of attendance, the Maros Regency Regional Finance and Asset Management Office staff is still lacking. From these data it was obtained approximately 57% punctuality in terms of attendance. This is also a phenomenon that is often found in an agency. This absence indicates that the employee is diligent and likely likes the leadership style or efficient work environment that has been running so far. As stated by Pasolong (2021:199) that from the various tasks of a leader in a bureaucracy,

In realizing a job is done well, and quality people are still working with high motivation, a leader with ownership of the existing leadership style is able to make the job continue perfectly (Fahmi, 2014: 153). In carrying out his role the Head of the Regional Financial and Asset Agency Office tends to pay attention to the condition of his employees/subordinates as he often greets employees he meets, maintains good communication between employees and always pays attention to employee complaints related to work as well as criticisms and suggestions related to ongoing work activities. The style adopted by the Head of the Maros Regency Regional Finance and Asset Agency Office leads to democratic leadership. As stated by Kartono (2013:

Seeing the density of work in the Regional Finance and Asset Management Agency, it is not impossible for conflicts to occur. Conflicts that generally occur in this office are friction between employees. Such as delays in the recording process of requests for budget expenditures from agencies planning to hold an activity due to urgent and sudden activities at the direction of the leadership, the reporting section also experiences delays. This looks trivial if not done repeatedly. But if it's the other way around, it will have a bad impact and even hamper the process of inputting the implementation of the duties of each employee. Of course, in addition to small conflicts between employees, it also has an impact on employee performance which is mutually detrimental to each other and creates a work environment that is not conducive and comfortable. Cartono (2013:

Another phenomenon is also a lack of awareness of employees in the process of inputting administrative data for the purposes of promotions, positions and others. As a result, general and staffing divisions/sub-sections at the Office of the Regional Financial and Asset Agency Kab. Maros is sometimes overwhelmed in helping employees to submit the required data. This certainly reduces the quality of performance for employees of the general subdivision and staffing in the office. The role of the leader is needed to always control the process of carrying out the main tasks and functions in an office/agency. Apart from some of the things that have been

described above, the author is also interested in research related to this title because there are no existing studies on the Maros Regency Regional Finance and Asset Agency regarding performance and conflict so it is necessary to see an overview of leadership styles that can resolve conflicts that occur. As well as not found research related to conflict as intervening.

Based on this, the author intends to conduct research whether there is an influence of leadership style and work environment in terms of improving employee performance apart from the additional employee income (TPP) received so far, and whether conflict can affect employee performance at the Maros Regency Regional Finance and Asset Agency office.

B. REVIEW LITERATURE

Leadership Style

Gaya in English means "style" which means fashion. Pasolong (2021: 48) suggests that "Leadership style is a method used by a leader in influencing, directing, encouraging, and controlling his subordinates in order to achieve organizational goals efficiently and effectively." Pasolong (2021: 49) also explains the following.

"In general, the leadership style is only known in two styles, namely the authoritarian style and the democratic style. The authoritarian leadership style is usually seen as a style based on position power and the use of authority in carrying out their duties as a leader. Meanwhile, the democratic leadership style is associated with personal strength and the participation of followers in the process of problem solving and decision making.

House (in Thoha, 2013: 42) divides leadership styles into four main types or styles, namely directive leadership, supportive leadership, participative leadership and achievement-oriented leadership. The four styles are briefly described below.

1. Directive leadership

This type is the same as the autocratic leadership model of Lippit and White. Subordinates know exactly what is expected of them and specific directions are given by the leader. In this model there is no participation from subordinates. So it tends to be more obedient to subordinates.

2. Supportive leadership

This type of leadership has a willingness to explain itself, is friendly, approachable, and has genuine human concern for its subordinates. This style pays little attention to the condition of the subordinates.

3. Participatory leadership

In this leadership style, the leader tries to ask for and use suggestions from his subordinates. But the decision-making still rests with him. As well as more respect for the opinions of subordinates.

4. Achievement-oriented leadership

This leadership style sets a set of goals that challenge subordinates to participate. Leaders also give confidence to them that they are able to carry out work tasks to achieve goals well. This leadership style highlights work performance as a symbol of achieving goals.

In addition, Lippit & White's leadership style (in Pasolong, 2021: 59) Research conducted by Lippit & White, discusses the various relationships between different leader behaviors, namely authoritarian, democratic, and Laissez Faire behavior as follows.

1. The autocratic style, namely the authoritarian leadership style, can also be called a storyteller. Autocratic leaders usually feel that they know what they want and tend to express those needs in the form of direct orders to subordinates. This style also tends to make decisions unilaterally.
2. Democratic style, namely the leadership style which is also known as the participatory style. This style assumes that members of the organization who take part personally in the decision-making process will be more likely as a result to have a much greater commitment to the goals and objectives of the organization. This approach does not mean that leaders do not make decisions, but instead should understand in advance what is the target of the organization so that they can use the knowledge of their members, Sudrianuwar (2006: 24). This style is more inclined to know the needs of subordinates.
3. The Laissez Faire style is a free rein leadership style. This approach does not mean there is no leadership at all. This style assumes that a task is presented to a group that usually determines their own techniques to achieve that goal in order to achieve organizational goals and policies. This free control is very possible to be dominated by the actions of subordinates.

Work environment

In carrying out work in an organization, both government and private, it requires adequate facilities and a comfortable and conducive work environment. These matters need to be considered in order to support the achievement of objectives and the implementation of the main tasks and functions according to the plan that has been set. Following are some opinions of experts regarding the understanding of the work environment, Nitisemito (2015: 109) says that what is meant by the work environment is everything that is around the worker and that can affect him in carrying out the tasks assigned. For example, cleanliness, music and others. Sedarmayati in Rasdam (2017) argues that the work environment is the whole of the tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups. One that influences the work ethic of an employee or employee is a supportive environment and a comfortable atmosphere, thereby encouraging motivation or work passion from within the employee.

In line with that, Ahyari (2015: 124) explains that the work environment is an environment in which these employees work in which there are elements of the conditions in which these employees work. Reksohadiprojo and Gitosudarmo (2015: 151) argue that the work environment is a condition or condition of the workplace that needs to be regulated so that it does not interfere with the work of employees and in order to obtain increased productivity and reduced production costs each year. Enny (2019: 56) says the work environment is everything that is around workers/employees that can affect employee job satisfaction in carrying out their work so that maximum work results will be obtained, where in the work environment there are work facilities that support employees in completing tasks assigned to employees in order to improve employee work in a company. Based on some of the meanings that have been stated above, it can be concluded that the work environment is the condition faced by employees/employees in carrying out their work. This situation or situation can be in the form of air atmosphere, cleanliness, comfort, and facilities provided by employees/employees who are working.

Conditions and situations that support the process of carrying out work can encourage the achievement of task completion effectively and efficiently. Based on some of the meanings that have been stated above, it can be concluded that the work environment is the condition faced by employees/employees in carrying out their work. This situation or situation can be in the form of air atmosphere, cleanliness, comfort, and facilities provided by employees/employees who are working. Conditions and situations that support the process of carrying out work can encourage the achievement of task completion effectively and efficiently. Based on some of the meanings that have been stated above, it can be concluded that the work environment is the condition faced by employees/employees in carrying out their work. This situation or situation can be in the form of air atmosphere, cleanliness, comfort, and facilities provided by employees/employees who are working. Conditions and situations that support the process of carrying out work can encourage the achievement of task completion effectively and efficiently.

Conflict

Everyone certainly has differences in all aspects, including views or ways of thinking. Differences that arise often cause problems or conflicts both individually and externally or between individuals and other individuals or organizations. As stated by Fahmi (2014: 265) that conflict is a different perception in seeing a situation and condition which is then applied in the form of actions that have caused conflict with certain parties. Furthermore, he explained several opinions of experts regarding the definition of conflict as follows:

1. Stephen P. Robbins defines conflict as a process in which A makes a deliberate effort to eliminate B's efforts in an attempt to obstruct so that it results in frustration on B in an effort to achieve its goals or in continuing its interests.
2. Luthans, F (1985: 385) defines conflict as a discrepancy in values or goals between members of the organization, as stated below, "Conflict has been defined as the condition of objective incompatibility between values or goals, as the behavior of deliberately interfering with another's goal achievement and emotionally in terms of hostility".
3. DuBrin, AJ (1984: 346) defines conflict as referring to conflict between individuals or groups that can increase tension as a result of mutual obstruction in achieving goals as stated below, "Conflict in the context used, refers to the opposition of persons or forces that gives rise some tension. It occurs when two or more parties (individuals, groups, organizations) perceive mutually exclusive goals, or events".
4. T. Hani Handoko said that basically conflict can be defined as all kinds of contradictory or antagonistic interactions between two or more parties. Organizational conflict is a discrepancy between two or more members or organizational groups that arise because of the fact that they have to share limited resources or work activities and or because of the fact that they have different statuses, goals, values or perceptions.

Employee Performance

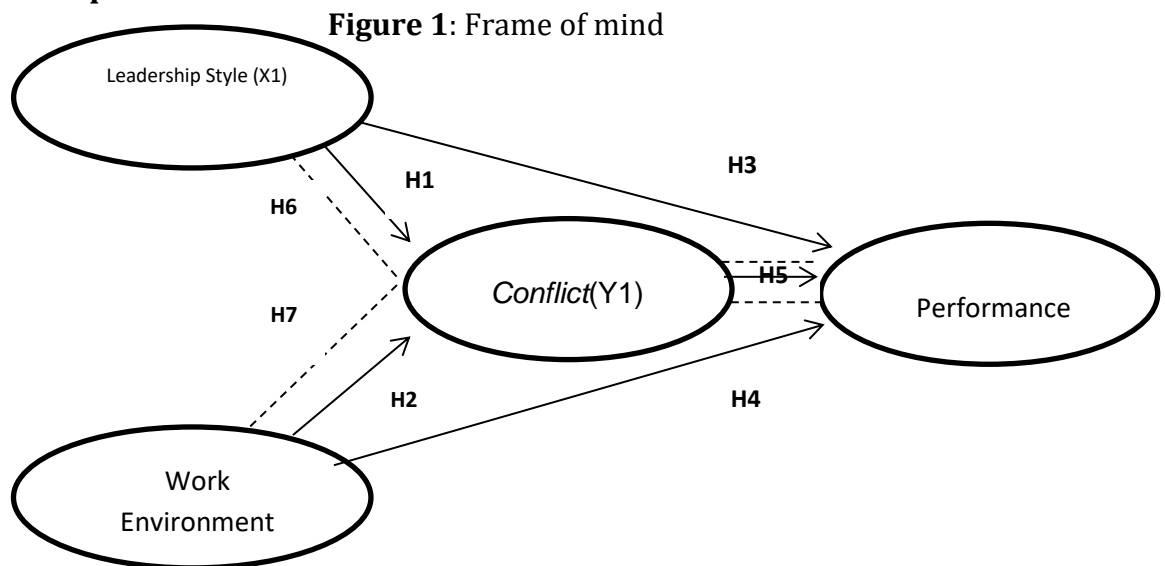
According to Fahmi (2014: 226), stated that performance is the result obtained by an organization, both the organization is profit oriented and non-profit oriented which is produced over a period of time. More explicitly Armstrong and Baron in

Hasni (2020) performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution. Mangkunegara in Kurniawan (2018) defines performance as the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Siswanto and Hamid (2017) agree that the achievements achieved by employees are inseparable from management in creating job satisfaction, performance is a person's ability to produce products or services to encourage the achievement of the desired goals. In line with Prawirosentono in Pasolong (2021: 282) says that performance is the result of work that can be achieved by an employee or a group of employees in an organization, in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Another opinion from Robbins in Pasolong (2021: 282) says that performance is the result of an evaluation of the work carried out by employees compared to predetermined criteria.

According to Mulyadi (2015: 63) performance (work achievement) can be defined, work results achieved by workers or employees in quality and quantity in accordance with their duties and responsibilities. Furthermore, according to Anwar Prabu Mangkunegara in Mulyadi (2015: 63) the term performance comes from the word Job Performance or Actual Performance (work achievement or actual achievement achieved by a person).

Model conceptual



The hypothesis tested in this study is as follows

- H1 = There is an influence of leadership style on conflicts that occur in the Regional Financial Institutions and Assets of the Regency. Maros
- H2: There is an influence of leadership style on the performance of employees of the Regional Financial Agency and Assets of the Regency. Maros
- H3: There is an influence of the work environment on conflicts that occur in the Regional Financial Institutions and Assets of the Regency. Maros
- H4: There is an influence of the work environment on the performance of employees

- of the Regional Financial Agency and Assets of the Regency. Maros
- H5: There is an influence on the conflict that occurs and the performance of the Kab. Maros
- H6: There is an indirect influence of leadership style on employee performance through conflicts that occur in the Regional Financial Institutions and Assets of the Regency. Maros.
- H7: There is an indirect influence of the work environment on employee performance through conflicts that occur in the Financial Agency and Regional Assets of the Regency. Maros.

C. RESEARCH METHODS

Location and Research Design

The research location is the Maros Regency Regional Financial and Asset Agency which is located at Jalan Jendral Sudirman Maros. which aims to describe and analyze the effect of conflict mediation between leadership styles, and the work environment on employee performance. The design of this study uses a qualitative approach which is quantified and is an explanatory research.

Population or Sample

The population in this study were all employees of the Maros Regency Regional Financial and Asset Agency consisting of 60 permanent employees. The method used to determine the sample in this study is usesaturated sample. Saturated sampling is a sampling technique when all members of the population are used as a sample. This is often done when the population size is relatively small or when research is to make regeneration with very small errors. Where all the population of permanent employees of the Maros Regency Regional Finance and Asset Management were taken as a sample of 60 people.

Method of collecting data

Data collection was carried out through a survey using a questionnaire distributed to respondents. Data were analyzed using multiple regression analysis and path analysis using the statistical package for the social sciences (SPSS) version 24.

Data analysis method

The data analysis method used in this research is path analysis or path analysis used to analyze the pattern of relationships between variables (Supriyanto & Maharani, 2013: 74). This model aims to determine the direct and indirect effect of a set of independent (exogenous) variables on the dependent (endogenous) variable.

$$Z = \rho Yx_1 + \rho Yx_2 + \varepsilon_1$$

$$Y = \rho Zx_1 + \rho Zx_2 + \rho ZY + \varepsilon_2$$

EMPIRICAL RESULTS

Evaluation Descriptive statistics

table. 5.1 Characteristics of Research Respondents including gender, level of education and position

No.	Characteristics	Criteria	Frequency (Person)	Percentage (%)
1	Gender	Man	33	55
		woman	27	45
		Amount	60	100

2	Level of education	SENIOR HIGH SCHOOL	14	23,33
		Bachelor degree)	34	56,67
		Masters (S2)	12	20
		Amount	60	100
3	Position	Head office	1	1.67
		Secretary	1	1.67
		Head of Division	4	6,67
		Head of Sub Division	11	18.33
		staff	43	71,67
		Amount	60	100

Source: primary data processed, 2023

Prerequisite Evaluation

Validity test

The validity test is used to measure whether the questionnaire or items in this study are valid or not. The validity test was carried out with a significance level of 0.05 and the results obtained were calculated compared with the r-table value. In this validity test, it uses a significant level of 5% and produces an r-table value of 0.312 where if $r_{count} > r_{table}$, the research instrument used is said to be valid. The results of the validity test in this study as a whole from the 40 items of respondents' statements that returned the questionnaire or questionnaire, all items were declared valid to be used in making measurements in this study.

Reliability Test

The results of the reliability test showed that overall the four variables had a Cronbach's alpha (rcount) value of 0.984, meaning that this value was greater than 0.6 so that it could be concluded that the questionnaire data was reliable. Based on the results of the analysis, it can be concluded that all the instruments in this study, even though they were tested repeatedly, could produce the same results so that the questionnaire could be used to carry out further tests.

Path Analysis Test I

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	9,732	3,586		2,714	0.009
	Leadership Style	0.070	0.117	0.082	0.601	0.550
	Work environment	0.725	0.130	0.764	5,577	.000
a. Dependent Variable: Conflict						

The results of the path analysis test I (Path Analysis) obtained the regression equation: $Y = 9.732 + 0.082x_1 + 0.764x_2$. The constant value is 9,732 and the standard coefficient value of the leadership style variable is 0.082 and the work environment variable is 0.764.

Path Analysis Test II

Coefficients^a

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	2,356	1,762		1,337	0.187
	Leadership Style	0.118	0.054	0.140	2,179	0.034
	Work environment	0.587	0.075	0.624	7,859	.000
	Conflict	0.252	0.061	0.254	4.108	.000

a. Dependent Variable: Employee Performance

Path analysis test results II (Analysis Jalur) the regression equation is obtained: $Y = 2.356 + 0.140x_1 + 0.624x_2 + 0.254$. The constant value is 2.356 and the standard coefficient value of the leadership style variable is 0.140, the work environment variable is 0.624 and the conflict variable is 0.254.

Analysis of the effect of exogenous variables on endogenous variables can be seen through the following significance values:

a. Direct Influence

1. Effect of X1 on Y1

Based on the coefficient table in model 1, the significance value of leadership style to conflict is 0.55. the value is > 0.05 , so it can be concluded that leadership style has no effect on conflict

2. Effect of X2 on Y1

Based on the coefficient table in model 1, the significance value of the work environment for conflict is 0.000. the value is < 0.05 , so it can be concluded that the work environment influences conflict

3. Effect of Y1 on Y2

Based on the coefficient table in model 2, the significance value of the conflict on employee performance is 0.000. the value is < 0.05 , so it can be concluded that conflict affects employee performance

4. Effect of X1 on Y2

Based on the coefficient table in model 2, the significance value of leadership style on employee performance is 0.034. the value is < 0.05 , so it can be concluded that leadership style influences employee performance

5. Effect of X2 on Y2

Based on the coefficient table in model 2, the significance value of the work environment on employee performance is 0.000. the value is < 0.05 , so it can be concluded that the work environment affects employee performance

b. Indirect Influence

1. The effect of X1 on Y2 through Y1

The effect of X1 on Y2 is 0.140. the indirect effect of X1 on Y2 through Y1 is 0.082×0.254 , namely 0.0208. thus, the total effect of X1 on Y2 is $0.140 + 0.0208 = 0.160$. if we look at the direct effect of X1 on Y2 is 0.140, while the indirect effect is 0.160. this explains that the indirect effect is greater than the direct influence. So it can be concluded that indirectly, X1 has a significant effect on Y2 through Y1

2. The effect of X2 on Y2 through Y1

The effect of X2 on Y2 is 0.624. The indirect effect of X2 on Y2 through Y1 is 0.764×0.254 , which is 0.194. Thus, the total effect of X2 on Y2 is $0.624 + 0.194 = 0.818$. if we look at the direct effect of X2 on Y2 is 0.194, while the indirect effect is 0.818. this explains that the indirect effect is greater than the direct effect. So it can be concluded that indirectly, X2 has a significant effect on Y2 through Y1.

Coefficient of Determination

Summary model b

Model	R	R Square	Adjusted R Square	std. Error of the Estimate	Durbin-Watson
1	.967a	.935	.932	2,729	1619

a. Predictors: (Constant), Conflict, Leadership Style, Work Environment

b. Dependent Variable: Employee Performance

Based on the model summary table, the output of the coefficient of determination can be seen by looking at the value *Adjusted R Square*, which is equal to 0.932. This value means that the variables of leadership style, work environment and conflict have an effect of 93.2% on employee performance, while 6.8% is explained by variables not present in this study.

Partial Test (T Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	2,356	1,762		1,337	0.187
	Leadership Style	0.118	0.054	0.140	2,179	0.034
	Work environment	0.587	0.075	0.624	7,859	.000
	Conflict	0.252	0.061	0.254	4.108	.000

a. Dependent Variable: Employee Performance

Partial test was conducted to measure the effect of each independent variable on the dependent variable by comparing the results of Tcount with Ttable.

- In the leadership style variable, the calculated t value is 2.179, while the t table is 1.671. so it can be concluded that leadership style has a significant effect on employee performance.
- In the work environment variable, the calculated t value is 7,859, while the t table is 1,671. so it can be concluded that the work environment has a significant effect on employee performance.
- In the conflict variable, the calculated t value is 4.108, while the t table is 1.671. so it can be concluded that conflict has a significant effect on employee performance.

D. DISCUSSION

Analysis of the Effect of Leadership Style on Conflict in Financial Institutions and Regional Assets in Maros Regency

Based on the results of SPSS data processing, it was found that leadership style did not have a direct and significant effect on the conflict that occurred at the Office of the Regional Finance and Asset Agency in Maros Regency. This shows that the first hypothesis (H1) is refuted. It is known that the leadership style applied by the head of the office is quite democratic, as evidenced by the responses of respondents who nearly 50 percent expressed approval regarding the statements given and in accordance with the indicators of a democratic leadership style. The application of a democratic leadership style certainly has advantages and disadvantages, it's just that the success of the leadership style applied is of course seen from how capable the leader is in inviting his subordinates to achieve goals.

Based on the observations of researchers and the results of interviews when conducting the research, it was found that the leadership style applied by the head of the Maros Regency Regional Finance and Asset Agency office was quite good, meaning that the leadership established mutual communication with employees, tried to mingle and occasionally joked between employees. Besides that, regarding the conflicts that occur in the office it is true that it does not originate from the leadership style adopted by the leadership but rather towards conflicts originating between employees. However, the role of the leadership in seeing the situation and conditions that are happening in the office certainly plays an important role, including conflict resolution. Although it has no direct effect,

Analysis of the Effect of the Work Environment on Conflict in Financial Institutions and Regional Assets in Maros Regency

From the analysis of the data above, it is obtained that the work environment variable influences conflict in the Regional Financial Institutions and Assets of Maros Regency. The work environment consists of two parts, namely the physical and non-physical work environment. As stated (Enny, 2019: 58) the physical work environment includes all physical conditions that exist around the workplace that can affect employees both directly and indirectly and the non-physical environment such as conditions that occur related to work relationships, both with superiors and with fellow co-workers or relationships with subordinates. This non-physical environment cannot be ignored because it is actually this environment that can trigger conflicts between co-workers. One example of poor communication between superiors and subordinates will result in misunderstandings between the two. The effect of communication on conflict is also explained by Srimiatun and Triana Prihatinta (2017) with the title "The Influence of Communication and Conflict on the Performance of Madiun State Polytechnic Education Staff Employees". Based on the results of the study it was found that communication (X1) and conflict (X2) have a significant effect simultaneously.

Based on the observations of researchers and the results of interviews when conducting research, it was found that the work environment had an influence on the conflicts that occurred. At the Maros Regency Regional Financial and Asset Agency, a work environment that is adequate or can be said to be comfortable for employees has been created. It's just that the office is still far from a noisy place, in terms of location this office is in the city center. Employees are also quite comfortable with the rooms provided. However, the authors see that there is still a need to provide a dividing wall between the staffing department and the accounting or auditing department. This is also why some employees in the accounting/audit department give a slightly noisy response when other employees go to other divisions.

Analysis of the Influence of Leadership Style on the Performance of Financial Institution Employees and Regional Assets in Maros Regency

From the data analysis, it can be obtained that the significance value of leadership style has a significant effect on employee performance. The better the leadership applied by a leader, the better/increased employee performance. A leader must be able to direct his subordinates to have competence at work (Fahmi, 2014: 72). That way the quality of work and work results produced by employees can be maximized. This leadership style can also encourage employees to be able to

generate enthusiasm in carrying out tasks such as paying attention to the obstacles encountered by employees in carrying out their tasks. This leadership style includes the attitude adopted by the leader in establishing reciprocal relationships with subordinates. Besides that,

Based on the observations of researchers and the results of interviews when conducting research, it was found that the leadership style there was good but still lacking in terms of encouraging employees to fill in personnel administration data online. Lack of employee awareness in this matter makes other employees (staffing department) complain that there is some work that must be postponed. As a result, it can be detrimental to other employees who have an interest in data input work.

Analysis of the Influence of the Work Environment on the Performance of Financial Institution Employees and Regional Assets in Maros Regency

From the data analysis it can be obtained that the significance value of the work environment (X2) has a significant effect on employee performance. If the work environment is getting better, it can be concluded that the employee's performance is also increasing. This is also supported by Mulyadi (2015: 103) who argues that a comfortable work environment is a factor for increasing productivity, if industrial relations between superiors and subordinates, between superiors and superiors and between employees and employees show good industrial relations, always communicate with good and supported by a physical work environment including room lighting, air conditioning and cleanliness of the room and so on. All of this supports increased work productivity. agree with that,

Based on the observations of researchers and the results of interviews during the research, it was found that the work environment there was quite good. In terms of the physical environment, the facilities provided can already be said to be good in supporting the work. This means that it can be said that the work environment at the Maros Regency Regional Financial and Asset Agency is adequate. Based on the author's observations, there are air conditioners used in every corner of the room, good lighting and ventilation and windows for air circulation. For the non-physical environment, the writer sees that it is good overall, establishes communication with one another. However, in detail, the relationship that exists with each other related to the performance of the author looks at the questionnaire statements given.

Analysis of the Effect of Conflict on the Performance of Employees of the Regional Financial and Asset Management Agency in Maros Regency

From the analysis of the data above, it is obtained that the significance value of the conflict that occurs has a positive effect on employee performance. This means that the smaller the conflict that occurs, the higher the performance of employees at the Maros Regency Regional Financial and Asset Agency. Questionnaire statements given to respondents lead to negative statements, meaning that respondents who answer at the highest weight or strongly agree mean that there is a conflict and vice versa. Utari Tri Wardani (2005) based on the results of his research suggests that the more role conflict can be reduced, the impact on employee performance will improve. Conversely, if the level of conflict that occurs in an organization is increasingly difficult to fix, it will have an impact on worsening employee performance.

Based on the observations of researchers and the results of interviews when conducting the research, it was found that conflicts affect employee performance at the Maros Regency Regional Finance and Asset Agency, which can be seen from the

importance of conflict management in improving employee performance. In this study the conflicts that occurred in the office were quite under control, however, it was found that some employees chose to be indifferent to the problems that were happening so that interpersonal problems still occurred. In addition, there are still employees who tend to underperform because they feel unhappy when there is a comparison of work results with colleagues.

Analysis of the indirect influence of leadership style on performance through conflict in the Financial Institutions and Regional Assets of Maros Regency

Based on the research results and data obtained, the large value of the leadership style variable has an indirect effect on employee performance through conflicts that occur in the Regional Financial Institutions and Assets of Maros Regency. Leadership style has a greater indirect influence on performance if it is mediated through conflict than direct influence. The role of leadership style is very important in supporting employee performance, especially when viewed from the point of view of conflicts that occur within an organization. Conflict cannot be avoided, every organization certainly has or has faced conflict both between employees and superiors and employees. However, it is hoped that each leader can reduce the risk of conflict arising so that the quality and performance of employees can run well and even tend to increase. Through conflicts that occur, the leadership style of a leader can be seen how to respond to conflicts so unwanted things do not happen and smooth performance can take place effectively.

Based on the observations of researchers and the results of interviews when conducting the research, it was found that leadership style indirectly has a significant influence on performance through conflict in the Financial Institutions and Regional Assets of Maros Regency. This is a good leadership style will improve performance and vice versa. At the Regional Financial and Asset Agency for Maros Regency, the performance of its employees has been good but it is still lacking in independence in carrying out tasks. In this case conflict can have an effect on leadership style and employee performance. If conflicts are found, such as some employees still need colleagues to complete their work so that other colleagues are hampered from completing their tasks. So the leadership style applied by a leader indirectly plays a role in resolving this conflict in order to maintain the quality of the performance of his subordinates. This means that there is an indirect influence between leadership style and performance through conflict occurring in the Regional Financial and Asset Agency of Maros Regency.

Analysis of the indirect influence of the work environment on performance through conflict in the Regional Financial and Asset Agencies of Maros Regency

The results of this study show that the indirect effect of the work environment on performance through conflict is that the value of the indirect effect is greater than the value of the direct effect. significant. Working conditions affect employee performance, this is in accordance with research conducted by Srimiatun et al (2017). In this case the conflict is used as an intermediary between the work environment relationship and employee performance.

Based on the observations of researchers and the results of interviews when conducting the research, it was found that the work environment indirectly had a significant influence on performance through conflicts in the Financial Institutions and Regional Assets of Maros Regency. This is a good work environment will improve performance and vice versa. At the Maros Regency Regional Finance and Asset

Agency, the performance of its employees has been good, but there are still employees who state that the provision of adequate office facilities has not been completely level. This encourages mutual jealousy between employees regarding work facilities which will trigger interpersonal conflicts between co-workers so that without the expectation that it will also have an influence on the employee's performance.

E. CONCLUSION

This study attempts to investigate the effect of leadership style and work environment on employee performance through conflict. The results of the study show that leadership style and work environment have an indirect influence on employee performance through conflicts in the Regional Financial Institutions and Assets of Maros Regency. This shows that when the leadership style and high work environment are followed by low conflict, the employee's performance will increase and vice versa.

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