

# ANALYSIS OF THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP STYLES, COMMUNICATION PATTERNS AND CONFLICT MANAGEMENT ON EMPLOYEE SATISFACTION

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**Abstract** -This study aims to determine how much influence the informational leadership style, communication patterns, and conflict management on employee job satisfaction. This research strategy is an associative strategy.

The data collection method used in this study is a survey, where researchers distribute questionnaires to collect data. The population in this study were employees of PT Bank Maybank Indonesia Tbk Juanda Area Jakarta Branch totaling 60. The sample in this study was taken using the Slovin formula with an error rate ( $e$ ) = 5%, Thus the number of samples used for this study amounted to 52 employees.

The results showed, the positive influence of transformational leadership style on employee job satisfaction of 0.294 or 29.4% and significant, positive influence of communication patterns on employee job satisfaction of 0.343 or 34.3% and significant, positive effect of conflict management on employee job satisfaction of 0.334 or 33.4% and significant.

**Keywords:**Transformational Leadership Style, Communication Patterns, Conflict Management, Employee Job Satisfaction.

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## **PRELIMINARY**

### **Background**

One country's economic growth can be indicated by the growth of the banking industry in that country. According to Kasmir (2015: 1) argues that the more developed a country is, the greater the role of banks in controlling the country. Banking is one of the booming business sectors in Indonesia. This can be seen from the amount of competition in the banking world which is getting tougher and the number of banks that have sprung up in every region of Indonesia. According to the Big Indonesian Dictionary, banks are businesses in the financial sector that attract and spend money in the community, especially the purchase of credit and services in payment traffic and money circulation. In Indonesia there are many types of banks, namely Central Banks, State-Owned Enterprises (BUMN), Private Banks, Regional Development Banks, Sharia Banks, and Rural Banks. The tighter competition between banks will also have an impact on the public because the more banks that have sprung up, the more choices they will have to use for transactions by the public. Each bank continues to compete in attracting public interest and attention, in addition to prioritizing service to the community, it must also prioritize trust in the public because the banking industry is an industry that sells public trust as its customers. The tighter competition between banks will also have an impact on society because the more banks that have sprung up, the more choices they will have to use for transactions by the public. Each bank continues to compete in attracting public interest and attention, in addition to prioritizing service to the community, it must also prioritize trust in the public because the banking industry is an industry that sells public trust as its customers. The tighter competition between banks will also have an impact on society because the more banks that have sprung up, the more choices they will have to use for transactions by the public. Each bank continues to compete in attracting public interest and attention, in addition to prioritizing service to the community, it must also prioritize trust in the public because the banking industry is an industry that sells public trust as its customers.

In Indonesia, all Banking and Non-Banking Services are under the supervision of the Financial Services Authority (OJK), the Financial Services Authority is a State institution formed based on Law Number 21 of 2011 which functions to organize an integrated regulatory and supervisory system of all activities in the sector financial services in the banking sector, capital market, and non-bank financial service sectors such as insurance, pension funds, financing institutions and other financial service institutions.

PT. Bank Maybank Indonesia, Tbk is one of the leading private banks in Indonesia which is part of the Malayan Banking Berhad (Maybank) group, one of the largest financial service provider groups in ASEAN. Previously, Maybank Indonesia was named PT. Bank Internasional Indonesia Tbk (BII), which was founded on May 15, 1959, obtained a license as a foreign exchange bank in 1988 and listed its shares as a public company on the Jakarta and Surabaya Stock Exchanges (now merged into the Indonesia Stock Exchange) in 1989.

According to Forbes data (2019) and according to CNN Indonesia (2018) media states that Maybank is the 4th (fourth) largest bank in Southeast Asia and Bank Maybank Indonesia is ranked 9th in Indonesia. This is because Maybank Indonesia provides a comprehensive range of products and services for individual and corporate customers through Community Financial Services (Retail Banking and Non-Retail Banking) and Global Banking, as well as automotive financing through its subsidiaries, namely WOM Finance for two-wheeled vehicles and Maybank Finance. for four-wheeled vehicles.

According to HR Asia Announces data, Indonesia's Best Companies to Work for in Asia (2019) states that PT Bank Maybank Indonesia Tbk is one of the companies with the best workplaces in Asia. The data is taken based on a survey covering the work environment. This is in line with the opinion of Handoko (2015: 109) which explains that the indicators of employee job satisfaction are from the environment. That way, a healthy and pleasant work environment will lead to employee job satisfaction.

With the creation of employee job satisfaction, at PT. Bank Maybank Indonesia Tbk has people (human resources) who can be seeded to support the sustainability and success of the operations of PT. Bank Maybank Indonesia Tbk, starting from leadership, communication, and conflict management to employee job satisfaction at PT. Bank Maybank Indonesia Tbk.

PT. Bank Maybank Indonesia Tbk Juanda Jakarta Area Branch oversees 7 (seven) Sub-Branch Offices (KCP) where each Sub-Branch Office (KCP) has a leadership style, communication pattern, and conflict management that occurs in each branch office is certainly different -different. Even though they have different leadership styles, communication patterns and conflict management, all must refer to the corporate values (core values) that have been set by PT. Maybank Indonesia Tbk which will create employee job satisfaction.

PT. Bank Maybank Indonesia Tbk has a core value known as TIGER. In the TIGER value, there is the meaning of T which means "Team Work" which must be carried out professionally and with a sense of responsibility. The meaning of "Team Work" is:

- 1) Treat others fairly and with respect,
- 2) Build trust with one another,
- 3) Committed to common goals,
- 4) Build an effective team structure (roles, responsibilities, etc.),
- 5) Strengthen team spirit,
- 6) Respect for differences of opinion and ideas,
- 7) Open and willing to receive feedback,
- 8) Be courageous in taking action, making decisions and setting team priorities.

Then, in the TIGER value, there is a meaning of I which means "Integrity" which must be carried out professionally and with a sense of responsibility. The meaning of "Integrity", namely:

- 1) Taking responsibility for one's own actions as well as for the results achieved by the team,
- 2) Take personal responsibility for handling and resolving problems, not avoiding,
- 3) Admit your own mistakes and find a way to solve them.

As a superior (Service Manager) must be able to do this in order to create employee job satisfaction at each branch office of PT Bank Maybank Indonesia Tbk, Juanda Jakarta Area Branch. However, there is still a Service Manager (SM) who does not run it with a full sense of responsibility. This is of course very contrary to the TIGER value that has been made by PT. Bank Maybank Indonesia Tbk.

This is in line with the opinion of Herzberg in Winardi (2012) which states that employee job satisfaction is a condition that comes from relationships in the work environment, and not from the content of the service itself.

According to Edy Sutrisno (2014: 166) the employee job satisfaction factor must be considered by the company, the company must know the level of job satisfaction of its employees, if the job satisfaction of an employee is low then their work productivity is low. Therefore the company must continue to evaluate in order to maintain employee job satisfaction.

Based on what has been stated above, research on transformational leadership styles, communication patterns, conflict management on employee job satisfaction in banking service sector organizations is deemed necessary because this is related to organizational performance in providing rights to employees and also in order to maintain work productivity. employees. Therefore, this research was conducted with the aim of knowing the influence of leadership style, communication patterns, and conflict management on employee job satisfaction at companies

based on previous studies that have been conducted in companies or banking sector organizations that are inside or outside. country.

### **Formulation of the problem**

From the background of the problem above, it can be formulated the main problem of this study is how much influence the Transformational Leadership Style, Communication Patterns, and Conflict Management on Employee Satisfaction at Bank Maybank Indonesia Juanda Jakarta Branch

The specifications of the main problems in this study are as follows:

- 1) Does Transformational Leadership Style have a direct effect on Employee Job Satisfaction?
- 2) Do Communication Patterns have a direct effect on Employee Job Satisfaction?
- 3) Does Conflict Management have a direct effect on Employee Job Satisfaction?

### **Research purposes**

Based on the conditions mentioned above, the research objectives are:

- 1) Knowing whether the Transformational Leadership Style has an influence on Employee Job Satisfaction.
- 2) Knowing whether the Communication Pattern has an influence on Employee Job Satisfaction.
- 3) Knowing whether Conflict Management has an influence on Employee Job Satisfaction.

### **Benefits of Research**

This research is expected to provide benefits, both for researchers and for other parties. The benefits expected from this research are:

- 1) For science  
The results of this study are expected to provide knowledge and information about the leadership style of a leader, communication patterns, conflict management and employee job satisfaction in the banking sector.
- 2) For regulators  
The results of this study are expected to be a consideration in reviewing company policies related to employee job satisfaction as measured by transformational leadership style, communication patterns, and conflict management.
- 3) For investors  
The results of this study are expected to be used as a consideration for investors in deciding to invest and become input for consideration and evaluating company performance based on employee satisfaction.

## **LITERATURE REVIEW**

### **Theoretical basis**

The bank is a financial intermediary media between debtors and creditors, besides that the bank is also a business engaged in the field of trust (Santoso, 2013: 1). Activities that are identified separately which are intangible in nature and fulfill needs and do not have to be tied to the sale of other services or products is a definition of banking services (Stanton, 2010: 220). In this case the bank is an institution that is trusted by the public to save the money they have.

The role of banks as a means of collecting funds from the public is very important for the business world, which can directly grow a country's economy. This is in accordance with the opinion of Khairul Amri (2017: 2). The point is that the economic growth of a country is directly influenced by the banking sector in that country.

According to Nursiana (2016), with the existence of tight competition among banks today, it has resulted in changes in the banking business. Competition does not only occur between banks, but also from other non-bank financial companies, which requires banks to develop defense strategies to avoid losing customers.

Strategies in retaining existing customers at a bank, requires actions made by the Human Resources (HR) Sumder at the company. For the sake of creating superior human resources, it is necessary to have satisfaction that can be accepted by each individual so that they can be loyal to the company, high dedication and responsibility for what they do as their daily tasks. The strategy that needs to be done is the influence of leadership, good communication and good in the management of conflicts that occur in each company.

Rizal and Munawir (2017) argue that the role of banks as a means of collecting funds from the public is very important for the business world, which can directly grow a country's economy. This is in accordance with the opinion of Khairul Amri (2017: 2) that economic growth is one indicator of the success of development in every country. The government's efforts to increase the level of welfare of its people are reflected in the economic growth that can be achieved. The higher the level of economic growth, the better the level of community welfare.

### **Leadership**

Leadership is defined as a process whereby an individual guides others in their collective activities by organizing, directing, coordinating, supporting, and motivating their efforts (Forsyth: 2010).

Leadership is the most important factor in an organization. According to Stogdi in Dr. M. Sobry Sutikno (2014: 15), there are almost as many definitions of leadership as the number of people who have tried to define it. Stogdill states that leadership as a management concept can be formulated in various definitions depending on where the starting point is.

From some of the definitions above, it can be concluded that leadership is the ability to influence and move others to achieve goals. Leadership in an organization is directed to influence the people they lead, so that they want to act as expected or directed by those who lead them.

### **Leadership Style**

According to Yukl (2010: 3), leadership is related to the deliberate process of a person to emphasize their strong influence on others to guide, structure, facilitate activities and relationships within groups or organizations.

According to Artana (2012: 68-69), leadership is a character, karajter or a person's way of fostering and mobilizing a person or group of people so that they are willing, committed and loyal to carry out activities in accordance with their duties and responsibilities to realize the company's goals that have been set. set beforehand.

Based on some of the definitions above, the foundation used in this study is the opinion of Yukl (2010), which states that leadership is related to the deliberate process of a person to emphasize his strong influence on others to guide, structure, facilitate activities and relationships in groups or organization.

The leadership style of a leader cannot be separated from the role of his subordinates in perceiving and responding to every behavior carried out by the leader. If followers give positive responses in every behavior and every decision made by the leader, it can be said that the leadership style possessed by the leader is effective. Meanwhile, if his followers give negative responses and are always dissatisfied with the decisions made by the leader, then the leadership style can be said to be ineffective or less suitable to be applied in that situation. Each leader can have more than one leadership style that can be used in a variety of different situations. Even though a leader has more than one leadership style,

However, no leadership style is all good and nothing is all bad. The leadership style has its own strengths and weaknesses. Good or bad leadership style is determined by the situation faced by each leader. The most important thing is how the leadership style possessed by each leader can be used to achieve the goals of the organization.

### **Transformational Leadership Style**

The style or manner possessed by a leader is very influential in the attention to things and the development needs of each follower. Leaders with transformational leadership styles change followers' awareness of problems by helping them view old problems in new ways, and they are able to excite, excite, and inspire followers to put extra effort into achieving group goals.

According to Modiani (2014: 47), transformational leadership style is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards.

According to Yukl (2010: 290), the transformational leadership style calls on the moral values of followers in an effort to increase their awareness of ethical issues and to mobilize their energy and resources to reform institutions.

From some of the above meanings, the basis for this study is the opinion of Modiani (2014: 47), which suggests that transformational leadership style is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards. And according to him there are also factors that can affect the effectiveness of the transformational leadership style, namely:

- 1) Personality, past experiences and expectations of the leader, this includes values, background and experiences influence the choice of style.
- 2) The expectations and behavior of superiors, leaders clearly adopt a task-oriented style.
- 3) Characteristics, expectations of subordinate behavior will affect the leadership style.
- 4) Task needs, each subordinate's task will affect the style of the leader.
- 5) Organizational climate and policies influence the expectations and behavior of subordinates.
- 6) Expectations of peer behavior.

Bass and Avolio in Stanley (2009) state that transformational leadership styles are seen when leaders:

- 1) Encourage the interest of colleagues and followers to see their work from a new perspective.
- 2) Generating awareness of the mission or vision of the team and organization.
- 3) Developing the abilities and potential of colleagues and followers to a higher level.
- 4) Motivate peers and followers to look beyond their own interests towards those that will benefit the group.

The conclusion is that the transformational 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.

### **Transformational Leadership Style Indicators**

According to Robbins (2010: 263) indicators of transformational leadership style are as follows:

- 1) Charisma

Charisma is considered a combination of charm and personal attractiveness that contributes to the extraordinary ability to make others support the vision and also promote it passionately.

Charismatic leaders are leaders who create a motivational atmosphere based on commitment and emotional identity to their vision, philosophy, and style in their subordinates.

2) Inspirational Motivation

Inspirational motivation describes leaders passionate about communicating the idealistic future of the organization. Leaders use verbal communication or use symbols that are intended to stimulate subordinates' enthusiasm. Leaders motivate subordinates to the importance of the organization's vision and mission so that all subordinates are encouraged to have the same vision. This common vision encourages subordinates to work together to achieve long-term goals optimistically. So that the leader does not only arouse individual spirit but also team spirit.

3) Intellectual Stimulation

Intellectual stimulation describes the leader as being able to encourage employees to solve old problems in new ways.

The leader seeks to encourage the attention and awareness of subordinates to the problems at hand. The leader then tries to develop the ability of his subordinates to solve problems with new approaches or perspectives.

4) Individual attention

Individual attention illustrates that leaders always pay attention to their employees, treat employees individually, train and advise. Leaders invite employees to be observant about the abilities of others. Leaders focus employees on developing personal strengths.

### **Communication Patterns**

Communication is very important for all company functions, because with communication, the entire operational and management system runs smoothly. The purpose of communication is to equate perceptions or understandings between employees and superiors with employees, and the quality of a company's management is judged by the process its employees communicate. Communication is a complex and challenging activity and is not an easy activity, achieving communication competence requires understanding and a skill so that the communication we do is effective (Ruben and Stewart, 2013: 3).

According to Ruben and Stewart (2013: 1-8) suggest the following communication:

- 1) Communication is fundamental in our life.
- 2) Communication is a complex activity.
- 3) Communication is vital for an effective position or position.
- 4) Higher education does not guarantee competence in good communication.
- 5) Communication is popular.

Communication patterns in organizations are divided into two, namely internal communication and external communication. Internal communication patterns are communication that occurs within the organization itself, namely between leaders and employees or between employees and other employees. Meanwhile, the external communication pattern is more about communication between the organization and the environment outside the organization, such as communication with customers. The following will explain more about the dimensions of communication patterns in organizations (Rahman et al: 2017).

### **Internal Communication Patterns**

Exchange of information or ideas horizontally and vertically within a company that causes the creation of the company complete with its structure and can cause the work to take place is very necessary. Organization as a work framework shows a division of tasks between people in the organization and can be classified as leadership and led personnel. According to Rahman, et al (2017) internal communication patterns include various ways that can be classified into two types, namely:

1) Personal Communication

Personal communication is communication between two people that can take place face-to-face and also using media. Face-to-face personal communication takes place in a dialogical manner

while staring at each other so that personal contact occurs, which is commonly referred to as interpersonal communication (interpersonal communication). Meanwhile, personal media communication is communication using tools, such as telephone, memorandum, etc. Interpersonal communication (interpersonal communication) because the situation is face-to-face, communication experts consider it an effective type of communication to change a person's attitudes, opinions and behavior.

2) Group Communication

Group communication is communication between a person and a group of people in face-to-face situations. Group communication is divided into small group communication and large group communication. This group division is based more on the characteristics and nature of the communicant in relation to the communication process. Small group communication is communication between a manager and a group of employees that allows opportunities for one person to give a verbal response. So, in small group communication the leader can communicate interpersonal with one of the group participants. While large group communication is a group of communicants because of their large number, in a communication situation, there is almost no opportunity to respond verbally.

### **External Communication Patterns**

External communication patterns are patterns of communication between organizational leaders and audiences outside the organization. External communication patterns consist of two reciprocal channels, namely communication patterns from the organization to the audience and from the audience to the organization. Communication from the organization to the audience is generally informative, which is done in such a way that the audience feels involved. Meanwhile, public communication to the organization is a feedback effect as a result of the communication activities carried out by the organization. Based on the interaction, according to Muhammad in his book *Organizational Communication* (2013) explains that communication patterns in organizations are divided into 3 (three) categories, namely:

1. Interpersonal Communication Patterns

In intrapersonal communication patterns occur within oneself, so that only one person is involved. However interpersonal communication patterns involve at least one other person or between two people and provide immediate feedback. Interpersonal relationships will occur effectively if both parties meet the following conditions:

- 1) Meet each other in person.
- 2) Empathy appropriately for other persons and communicate meaningfully with each other.
- 3) Respect each other, be positive and fair without judging and objecting.
- 4) Taking each other's experiences seriously, being receptive and empathetic to one another.
- 5) Feel that maintaining mutual openness and a favorable climate and reducing the tendency for interference.

Demonstrate trusting behavior and reinforce feelings of security towards others. Interpersonal communication patterns are very influential on communication in an organization. From the interpersonal communication patterns carried out by members of the organization will build support from the organization to each of its members.

2. Small Group Communication Patterns

Small group communication patterns are a collection of individuals who can influence each other, gain some satisfaction with each other, interact for several purposes, take roles, bond with each other and communicate face to face. When one of these components is missing, individuals do not communicate in small groups. Small groups are small organizations that have 4 (four) basic components, namely: input or input, process, output or outcome and feedback. There are several characteristics of small group communication that distinguish it from other communication, the first characteristic is to make it easier to be friendly, the second characteristic is the group



personality, this group personality will influence behavior among group members. The third characteristic is cohesiveness, this relates to their desire to be together and is based on the needs of each individual. This cohesiveness is very influential on the results of the tasks carried out by members of the organization. The fourth characteristic is commitment to duty. Another individual activity in the group that is closely related to commitment is motivation. And the fifth characteristic is the size of the group. The number of group members affects the work orientation run by members, the ideal group member is not less than three and more than nine. Another individual activity in the group that is closely related to commitment is motivation. And the fifth characteristic is the size of the group. The number of group members affects the work orientation run by members, the ideal group member is not less than three and more than nine. Another individual activity in the group that is closely related to commitment is motivation. And the fifth characteristic is the size of the group. The number of group members affects the work orientation run by members, the ideal group member is not less than three and more than nine.

### 3. Public Communication Patterns

Public communication, namely the process of exchanging messages by internal parties of the organization and external parties either directly or through certain media. Public communication involves large communicants and is oriented towards the message giver or communicator. The purpose of public communication is to establish a relationship between the organization and the organization.

### **Communication Pattern Indicator**

According to Muhammad (2013: 107) organizational communication will be able to run effectively if the flow in delivering the message is also considered. In communication patterns in an organization, there are 3 (three) indicators of communication patterns, namely:

#### 1. Downward Communication Patterns

The downward communication pattern occurs in the hierarchical message flow of the organizational structure from top to bottom. This communication pattern is the pattern most often used in organizations. The characteristic of this communication lies in the magnitude of the influence of the authority and power of the communicator in the framework of limiting and regulating the behavior, thoughts and responses of the communicant. Therefore, the downward communication pattern has the function of direction, command, indoctrination, inspiration, and evaluation. Here are 4 (four) indicators of downward communication patterns, namely:

##### 1) Task Instructions

The message conveyed to subordinates about what is expected to be done and how to do it.

##### 2) Reasons for Work

A message that explains from the leadership about why a task needs to be carried out.

##### 3) Procedures and Practices

Delivery of information regarding applicable regulations.

##### 4) Motivating employees to work better.

#### 2. Upward Communication Patterns

In the upward communication pattern, it flows from a lower to a higher hierarchy of authority. The purpose of this communication flow is to provide feedback, suggestions, and ask questions. Here are 4 (four) indicators of upward communication patterns, namely:

##### 1) Submission of information about work or tasks that have been carried out.

##### 2) Delivering information about work problems or tasks that cannot be completed by subordinates.

##### 3) Submitting suggestions for improvement from subordinates

##### 4) Submitting complaints from subordinates about themselves and their work.

The downward and upward communication pattern as described is vertical communication. Two-way communication reciprocally, namely from subordinate leaders and vice versa, is very important in the organization, because the wheels of the organization will not run well if only one direction is running, namely only from leaders to subordinates. Leaders need to know reports, responses or suggestions from subordinates (Muhammad: 2013).

### 3. Horizontal Communication Patterns

Horizontal communication patterns flow across various functions in the organization. This form of communication is needed to coordinate and integrate various tasks and functions in the organization. Horizontal communication patterns consist of the delivery of information among peers in the same work unit. Following are 5 (five) indicators of horizontal communication patterns, namely:

- 1) Improve task coordination.
- 2) Problem solving efforts.
- 3) Share information.
- 4) Conflict resolution efforts
- 5) Fostering relationships through joint activities.

An organization is an association consisting of people or parts in which there are cooperative activities based on rules that have been made together to achieve common goals. Good communication will result in good cooperation, effective communication that is established can improve employee performance because it has succeeded in showing good cooperation.

### **Conflict Management**

Management is managing resources effectively to achieve a goal. Robbins and Coulter (2014) suggest that management involves coordinating and supervising other people's work activities so that they can complete their work effectively and efficiently. Whereas Griffin (2012) defines management as a series of activities (including planning and decision making, organizing, leadership, and controlling) directed at organizational resources (human, financial, physical, and information) with the intention of achieving organizational goals effective and efficient. Management in an organization is an important thing so that the organization can run well and achieve organizational goals. Management duties in an organization are carried out by a manager.

Robins and Coulter (2014) also state that each manager performs 5 (five) functions in the organization, namely planning, organizing, leading, coordinating, and controlling. According to Wirawan (2010) conflict management is a process of parties involved in conflict or third parties in formulating conflict strategies and implementing them to control conflicts in order to produce the desired resolution. Conflict management also means the process by which managers in the organization decide the appropriate method to manage conflict (Mukhtar, 2013). Meanwhile, according to Faure and Rubin in Opute (2014) defines conflict management as a process where one party tries to negotiate for real or imagine differences in conflict resolution that can be mutually accepted. Another case with Saeed et al (2014) which defines conflict management is the practice of identifying and dealing with conflicts in a way that makes sense, fair and efficient so it requires skills such as effective communication, problem solving and negotiation with a focus on interests. Meanwhile, according to Pranit (2010), managers have 3 (three) roles in an organization, namely planning, allocating resources, and conflict management. There is no doubt that conflict management is an important role that is owned by a manager or a leader. Meanwhile, Hopkins and Yonker (2015) also emphasized that conflict management is one of the main roles of a manager. There is no doubt that conflict management is an important role that is owned by a manager or a leader. Meanwhile, Hopkins and Yonker (2015) also emphasized that conflict management is one of the main roles of a manager. There is no doubt that conflict management is an important role

that is owned by a manager or a leader. Meanwhile, Hopkins and Yonker (2015) also emphasized that conflict management is one of the main roles of a manager.

This is because conflicts occur almost every day and doing good conflict management is a key element of organizational and managerial success (Spaho, 2013). Managers believe that handling conflict is one of their most challenging tasks (Skjorshammer in Hopkins and Yonker, 2015). Fostering a cooperative work climate and positive employee relations is in the best interests of employees and the entire organization (Hopkins and Yonker, 2015).

Based on this description, it can be concluded that conflict management is a process between the parties involved in the conflict in managing or coordinating conflicts by utilizing resources effectively to achieve common goals. Conflicts between individuals or between groups can be beneficial or detrimental to the continuity of the organization, therefore organizational leaders are required to have conflict management capabilities to improve organizational performance and productivity.

### **Conflict Management Indicators**

According to Ade Florent (2010) the indicators of conflict management are as follows:

#### 1) Limited Resources

In every organization or company has limited resources needed. For example, a company usually has limitations in the form of budget, work facilities, positions, information, and other important resources. Companies that are growing need more resources, leaders allocate resources according to the priority and needs of each work unit / division. The unequal division can cause jealousy between departments / departments. If the manager does not explain the policies being carried out, then disputes between departments can occur because of the competition that occurs for limited resources.

#### 2) Organizational structure

One of the causes of conflict in the organization is the division of tasks in the bureaucracy of the organization that specializes in implementing labor. Organizational structure is a formal system of work relationships that divide and coordinate the tasks of a number of people and groups to achieve organizational goals. Competition to increase the status of each division or work unit aims to obtain awards and recognition from the leadership. Problems that arise in the organizational structure are related to competition for influence and power between divisions / work units, unclear assessment systems, and differences in interpreting organizational goals.

#### 3) Communication

Poor communication often creates conflict in organizations. Communication factors that cause conflict include information that is not freely available, and the use of language that is not understood by the communicating parties. For example, the speaking style or communication culture of a particular group of people can often offend those who do not understand it.

#### 4) Individual differences

Each individual is a unique individual. Everyone has a different attitude and feelings from one another. Individual differences are motivated by education, culture, social environment, ethnicity and others. The differences in background above lead to differences in attitude and actions in the work environment. If this difference is not addressed wisely, it will lead to conflict.

### **Employee Job Satisfaction**

Basically the needs of human life are not only material but also non-material such as pride and job satisfaction which will affect life satisfaction. Satisfaction is abstract, invisible and can only be found to what extent the work results meet one's expectations. Job satisfaction describes an individual's feelings about his job. Job satisfaction of each individual is different, because basically job satisfaction is individual in which each individual will have different levels of job satisfaction according to the individual's own attitude. One of the company's efforts to retain its employees is

by paying attention to job satisfaction. Job satisfaction is one of the most important factors to get optimal work results.

Job satisfaction is a general attitude of an individual towards his job. Job satisfaction is a positive feeling about work that results from an evaluation of its characteristics (Robbins & Judge, 2015: 46).

Employee job satisfaction is basically an expression of how someone feels about their job and various other aspects of their job. In other words, job satisfaction is a person's attitude towards their job (Brahmana and Christina, 2010).

According to Lawyer (in Robbins, 2015: 180) says that the measure of satisfaction is very much based on the reality faced and accepted as compensation for the effort and energy given. Job satisfaction depends on the suitability or balance between what is expected and reality. Meanwhile, according to Priansa (2014: 291) job satisfaction is an employee's feeling of his job, whether happy or like, displeased or displeased as a result of employee interaction with their work environment or as a perception of mental attitude, as well as a result of employee assessment of their work. Employees' feelings about their work reflect their attitudes and behavior at work.

According to Asa'ad (2014: 93), job satisfaction is an assessment of his job. Meanwhile, according to Sutrisno (2014: 126), job satisfaction is an emotional response to a job. According to Handoko (2015: 109) there are two factors that affect job satisfaction, namely:

- 1) Employee factors, namely intelligence (IQ), special skills, age, gender, physical condition, education, work experience, tenure, personality, emotions, ways of thinking, perceptions, and work attitudes.
- 2) Job factors, namely the type of work, organizational structure, rank (class), position, quality of supervision, financial security, opportunities for promotion, social interaction, and work relations.

Based on this description, it can be concluded that employee job satisfaction is a feeling of pleasure or disappointment that is felt by someone about their performance at the company where they work.

### **Employee Job Satisfaction Indicators**

According to Handoko (2015: 109) the indicators of employee job satisfaction are as follows:

- 1) Leadership, employees assess the leader's ability to lead, have a strong personality, are respected, dignified, and can motivate others or their subordinates to work effectively.
- 2) Salary level, employees assess the amount of salary that the company provides and that employees receive must be in accordance with what employees provide to the company so that they are satisfied.
- 3) Indirect compensation, employees assess the provision of adequate and appropriate remuneration to employees for their contribution to help the company achieve its goals. Providing remuneration or reward for one's energy, time, thoughts and achievements given to the company.
- 4) Work environment, employees think that a good work environment can make employees feel comfortable at work.

### **The Relationship Between Research Variables**

#### **The Relationship between Transformational Leadership Style and Employee Job Satisfaction**

According to Modiani (2014: 47), transformational leadership is the ability to inspire and motivate followers to achieve greater results than originally planned and for internal rewards.

The conclusion is that the transformational leadership style is a method used by a leader to motivate, guide, and inspire in directing the goals set by the company which will have an impact on increasing the work motivation of followers and will later have an impact on employee job satisfaction. Based on this explanation, the hypothesis can be explained as follows:

***H1: Transformational Leadership Style (X1) has a positive relationship with Employee Job Satisfaction (Y).***

### **Relationship between Communication Patterns and Employee Job Satisfaction**

Exchange of information or ideas horizontally and vertically within a company that causes the creation of the company complete with its structure and can cause the work to take place is indispensable. According to Muhammad (2013: 107) says that downward and upward communication is vertical communication. Two-way communication reciprocally, namely from subordinate leaders and vice versa, is very important in the organization, because the wheels of the organization will not run well if only one direction is running, namely only from leaders to subordinates. Leaders need to know reports, responses or suggestions from subordinates. And according to him also horizontal communication is communication that flows across various functions in the organization. This form of communication is needed to coordinate and integrate various functions within the organization. Horizontal communication consists of delivering information between peers in the same work unit.

With the creation of a good communication pattern, it will achieve appropriate information or directions to every employee in the company and will have an impact on employee job satisfaction. Based on this explanation, the following hypothesis can be explained:

***H2: Communication Patterns (X2) have a positive relationship with satisfactionEmployee Work (Y).***

### **Conflict Management Relationship With Satisfaction Employee Work**

Conflict management means the process by which managers in the organization decide the appropriate method for managing conflict (Mukhtar, 2013). This opinion is in line with the opinion of Faure and Rubin in Opute (2014) which states that conflict management is a process where one party tries to negotiate for real or imagine differences in mutually acceptable conflict resolution.

So, as a leader, he must be able to read the situation in the organization or company regarding the existing problems, then a leader must be able to provide solutions to solve existing problems and will provide job satisfaction for his employees. Based on this explanation, the hypothesis can be explained as follows:

***H3: Conflict Management (X3) has a positive relationship with satisfactionEmployee Work (Y).***

## **RESEARCH METHOD**

### **Research Strategy**

Based on the objectives and form of the research conceptual framework, the approach used in this research is quantitative research and the strategy used in this research is the associative strategy. According to Sugiyono (2015: 120), the associative strategy is a research strategy that aims to determine the influence between two or more variables. In this research, a theory can be built that can predict, control, and explain a symptom. In this study, the associative strategy is used to explain the effect of transformational leadership style (X1), communication patterns (X2), and conflict management (X3) on employee job satisfaction (Y) at PT. Bank Maybank Indonesia Tbk in the Juanda Jakarta area, either partially or simultaneously.

The method in this research is a method that uses a survey, where the researcher distributes a questionnaire to collect data, the researcher processes the data as it is, analyzes and interprets the data.

## **Population and Sample**

### **Research Population**

According to Sugiyono (2016: 80), the population is divided into 2, namely, the general population and the target population. The general population is an area of generalization consisting of objects or subjects that have a certain quantity and characteristics that are determined by the researcher to study and then draw conclusions. While the target population is the population that is the scope of generalization of the conclusions of a study. The general population in this study were all employees of PT. Bank Maybank Indonesia, Tbk. And the target population in this study are all employees of PT. Bank Maybank Indonesia Tbk branch Juanda Jakarta area, amounting to 60 people.

### **Research Samples**

The sample is part of the population taken from some of the data which is considered to be representative of the entire population. According to Sugiyono (2014) argues that the sample is part of the number and characteristics of the population, and if the population is large and the researcher does not study everything in the population, for example due to limited costs, energy and time, the researcher can use a sample taken from this population.

The sampling technique used in this study was purposive sampling, which is a sampling technique for data sources with certain considerations (Sugiyono, 2014: 218-219). In the calculation to determine the number of samples using the Slovin formula with an error rate of 5%, which is as follows:

$$n = \frac{N}{1 + Ne^2}$$

information:

n = Number of Samples.

N = total population.

e = level of error.

Population (N) of employees of PT. Bank Maybank Indonesia Tbk branch Juanda Jakarta area as many as 60 people, assuming the error rate (e) = 5%, thus for the sample calculation, namely:

$$n = \frac{60}{1 + 60(0,05)^2}$$

n = 52, 173 rounded to 52 respondents.

Thus, the number of samples used for this study is at least 52 employees PT. Bank Maybank Indonesia Tbk, Juanda Jakarta area branch. The sample criteria used in this study were all employees of PT. Bank Maybank Indonesia Tbk branch in the Juanda Jakarta area with 7 branch offices from the operational division consisting of 50 Teller and Customer Service employees and 10 employees from the marketing division.

## **Data and Data Collection Methods**

### 1) Primary data

According to Sugiyono (2015: 223), primary data is a source of data that directly provides data to researchers. In this study, primary data originated from distributing questionnaires directly to correspondents related to the variables studied, namely Transformational Leadership Style (X1), Communication Patterns (X2), and Conflict Management (X3) on Employee Job Satisfaction (Y).

### 2) Secondary Data

According to Sugiyono (2015: 223), secondary data is a source that does not directly provide data to researchers. In this study, secondary data came from journals, articles, theses, theses, relevant books and other sources related to the variables studied, namely the

variable Transformational Leadership Style (X1), Communication Patterns (X2), and Conflict Management ( X3) on Employee Job Satisfaction (Y).

### **Data Collection Methods**

In this study, the data collection methods used were field studies and library search.

1) Library search

It is a method of collecting data obtained through literature study. In this case, the researcher tries to find and read and get scientific sources contained in books and journals, especially those related to research topics.

2) Field Study (field study)

Researchers distributed a list of questionnaire statements to all employees of PT. Bank Maybank Indonesia branch of the Juanda Jakarta area which contains statements related to variables, namely transformational leadership style, communication patterns, and conflict management and the researcher distributes a list of questionnaire statements to all employees of PT. Bank Maybank Indonesia Tbk branch Juanda Jakarta area which contains a statement related to employee satisfaction variables to be filled in and returned to the researcher. This data collection is based on the answers or responses of respondents to the submitted statements that can help and answer the researcher's problems.

The tool used for data collection in this study is a list of statements about the factors that will be given a value to the respondent's answer, namely the Likert scale. According to Sugiyono (2015: 199), the Likert scale is a tool used to measure the attitudes, opinions and perceptions of a person or group of people about a certain event.

## **RESEARCH RESULT**

Respondents in this study were employees of PT. Bank Maybank Indonesia Tbk branch Juanda Jakarta area as many as 52 respondents. Researchers distributed this questionnaire through online media to respondents. The reason for choosing online media is because there are some respondents who have limited time to meet.

### **Respondent identity based on gender.**

The data obtained in this study, it can be seen that the respondents are all employees of PT. Bank Maybank Indonesia Tbk in the Juanda Jakarta area, there were 22 male respondents, and 30 female respondents.

### **Respondent identity based on gender.**

The data obtained in this study, it can be seen that the respondents are all employees of PT. Bank Maybank Indonesia Tbk in the Juanda Jakarta area, which has 28 respondents aged 20 - 30 years, 17 respondents aged 31 - 40 years old, 5 respondents aged 41 - 50 years, and respondents who have ages > 50 years as many as 2 respondents.

### **Respondent identity based on latest education.**

The data obtained in this study, it can be seen that the respondents are all employees of PT. Bank Maybank Indonesia Tbk in the Juanda Jakarta area, who had the latest Diploma (D1 - D3) education were 5 respondents, respondents who had the latest S1 education were 43 respondents, and respondents who had the latest S2 education were 4 respondents.

### **Respondent identity based on length of work.**

The data obtained in this study, it can be seen that the respondents are all employees of PT. Bank Maybank Indonesia Tbk in Juanda Jakarta area who have worked <2 years as many as 13

respondents, respondents who have worked 2 years - 5 years are 14 respondents, respondents who have worked for 6 years - 10 years are 17 respondents, and respondents who have length of work > 10 years as many as 8 respondents.

### **Data analysis**

The analysis in this study was carried out on 52 respondents which aims to determine how respondents respond to the research constructs that have been carried out by interpreting the tendency of respondents to answer questions from each indicator, while the hypotheses formulated in this study are tested using the SmartPLS 3.0 application in PLS evaluation model is carried out into 2 (two) stages, namely evaluation of the measurement model (outer model) and evaluation of the structural model (inner model).

### **The Effect of Transformational Leadership Style on Employee Job Satisfaction**

Based on data analysis using SmartPLS 3.0 as in Figure 4.4 where the regression coefficient is 0.294. This indicates that there is a positive influence with the t-statistic which shows a significant effect of  $2.588 > 1.96$  and a P-Value of  $0.01 < 0.05$ . Thus,  $H_a$  is accepted and  $H_0$  is rejected, which means that transformational leadership style has a positive and significant effect on employee job satisfaction.

### **The Effect of Communication Patterns on Employee Job Satisfaction**

Based on data analysis using SmartPLS 3.0 as in Figure 4.4 where the regression coefficient is 0.343. This indicates that there is a positive influence with the t-statistic which shows a significant effect of  $3.509 > 1.96$  and value *P-Value*  $0.00 < 0.05$ . Thus,  $H_a$  is accepted and  $H_0$  is rejected, which means that communication patterns have a positive and significant effect on employee job satisfaction.

### **The Effect of Conflict Management on Employee Job Satisfaction**

Based on data analysis using SmartPLS 3.0 as in Figure 4.4 where the regression coefficient is 0.0334. This indicates that there is a positive influence with the t-statistic which shows a significant effect of  $3.284 > 1.96$  and value *P-Value*  $0.001 < 0.05$ . Thus,  $H_a$  is accepted and  $H_0$  is rejected, which means that conflict management has a positive and significant effect on employee job satisfaction.

### **Research Findings**

The results of testing the effect of transformational leadership style, communication patterns, and conflict management on employee job satisfaction at PT. Bank Maybank Indonesia Tbk in the Juanda Jakarta area shows that:

- 1) The Transformational Leadership Style variable (X1) has a positive effect on Employee Job Satisfaction (Y). This is also supported by research conducted by Yunita Puspa Dewi, Diana Sulianti K Tobing, Sri Wahyu Lelly Hana Setyanti (2018) which shows that transformational leadership style has a direct influence on employee job satisfaction.
- 2) The variable of communication patterns (X2) has a positive effect on Employee Job Satisfaction (Y). This is also supported by research conducted by Delisius Habri Putra Makutika, Adolfina, and Yantje Uhing (2018) which shows that transformational leadership style, welfare and communication have a direct effect simultaneously and partially on employee job satisfaction.
- 3) Conflict Management Variable (X3) has a positive effect on Employee Job Satisfaction (Y). This is also supported by research conducted by Chen Han and I Gusti Salit Ketut Netra (2014) who show that conflict management has a positive effect on employee job satisfaction.



## CONCLUSION

Based on the results of the research that has been done, it can be concluded:

- 1) Transformational leadership style has a direct effect on employee job satisfaction.

In the banking world, companies apply a transformational leadership style system which means that a leader clarifies the roles and duties of his employees by guiding and motivating them to the direction and goals set by the company. Therefore, managers can encourage employees to remain productive in carrying out their respective duties and responsibilities so that it can lead to satisfaction in employees.

- 2) Communication patterns have a direct effect on employee job satisfaction.

Leaders play an important role in a company and its management in the operation of the company. The leader also assists his employees in resolving and finding a way out whenever there is a customer complaint. Leaders also have extensive knowledge in their field of work, the desire to achieve something as well as tolerance and friendly attitudes to their subordinates outside of the organization and are able to place themselves during working hours and outside working hours which will make subordinates feel satisfied.

- 3) Conflict management has a direct effect on employee job satisfaction.

Being a leader plays an important role in a company and its management in a conflict. This can be seen from the leaders who are agile in managing conflicts and overcoming problems that occur within the company. Leaders also assist their employees in solving and finding solutions to any problems in the company. Leaders must also be fair in solving problems, not differentiating or taking sides with anyone so that there are no gaps and differences from one another so as to make employees' satisfaction at work.

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