

THE EFFECT OF ROLE CONFLICT AND TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT WITH JOB SATISFACTION AS A MEDIATION VARIABLE ON MEMBERS OF THE REGIONAL COORDINATION TEAM IN WEST SUMATRA PROVINCE

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ABSTRACT

This study aims to analyze the effect of role conflict and transformational leadership on organizational commitment with job satisfaction as a mediating variable for regional cooperation team members in West Sumatra Province. and the presence of team members often occurs through representatives from each party. The sampling technique was carried out using simple random sampling method with a total sample of 105 members. This study uses Partial Least Squares-Structural Equations Modeling (PLS-SEM) with the smartPLS 3 program by analyzing the outer model used for reliability and validity tests and the inner model analysis used for hypothesis testing. The results showed that transformational leadership had a positive and significant effect on job satisfaction while transformational leadership had no positive and significant effect on organizational commitment, then job satisfaction had no negative and insignificant effect on organizational commitment then role conflict had no positive and significant effect on job satisfaction then role conflict does not have a negative and significant effect on organizational commitment and job satisfaction does not mediate the relationship between transformational leadership on organizational commitment and job satisfaction does not mediate role conflict on organizational commitment. then the implication of this research is to evaluate work processes and leadership styles by reducing the demands of job roles that exceed the resources owned by employees. In addition, establishing better communication between employees and with superiors can also minimize the occurrence of role conflicts and it is expected that leaders can improve ways of leading in order to improve employee performance.

Keywords: *Role Conflict, Transformational Leadership, Job Satisfaction, Organizational Commitment*

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INTRODUCTION

Every organization has a goal to be achieved. One of the factors that support the achievement of these goals is the individual or talent in the organization. Therefore, it is necessary to manage individuals (HR) within the organization to achieve its goals of the organization. Human Resource Management (HR) achieves the goals set by the organization because it takes into account that individuals are the most important organizational assets and need to be managed appropriately and strategically (Yuniarsih and Suwatno, 2011). In terms of representing the central government, the role of the Provincial Government of West Sumatra is to carry out coordinated regional cooperation between districts/cities throughout West Sumatra and ensure cooperation with neighboring provinces. This is done to build orderly government control, increase the regional ability to optimally utilize resources, develop the economy, reduce poverty, and handle technical and legal aspects in the implementation of regional cooperation with other regions and regional cooperation with third parties.

With the formation of the Province of West Sumatra, there has been no mandatory cooperation carried out by the Province of West Sumatra, the implementation of which is in

accordance with the procedures for implementing cooperation stipulated in the Minister of Home Affairs Regulation (Permendagri) Year 2020 Number 22, administratively, the Province of West Sumatra and the bordering Province are required to carry out mandatory cooperation both between Regencies/Cities and Other Bordering Provinces. From the information above, we can see that there is a lot of homework to be done by the regional cooperation coordinating team. If this mandatory cooperation is not carried out, it will become finding by the Inspectorate General of the Ministry of Home Affairs as the supervisor of the performance of the Regional Governments and the implementation of this cooperation will be taken over by the central government and the provincial government cannot intervene in the implementation of the regional cooperation itself.

For this reason, it is necessary to accelerate the implementation of regional cooperation both between provinces and neighboring cities/regencies. The cause of the non-implementation of mandatory cooperation is due to the presence of team members from relevant agencies in discussing the implementation of cooperation by 50%. However, the presence of team members often occurs through representatives from each party, such as secretariat members filled with Echelon IV officials and not members who have greater decision-making authority. The reason that is often given by team members when they are unable to attend is that there are many activities related to core tasks that must be completed. As a result, discussions regarding the implementation of regional cooperation are often delayed. identified as a factor in understanding and explaining employee behavior related to work.

If you look at the causes above, it can be concluded that there is an agenda of activities that often coincide with the schedule for discussing the implementation of this regional cooperation. This is because, apart from being trusted as team members, members of the Regional Cooperation Coordination Team must also carry out the mandate which is their duty and responsibility as regional officials or regional civil servants. Thus it can be seen that the number of roles that must be carried out by each member of the team disrupts the acceleration of the implementation of regional cooperation in accordance with the statement of Saraswati and Sirait (2015) that role conflict is a situation where individuals are faced with many and different roles.

Besides role conflict, another factor that influences organizational commitment is transformational leadership. Leaders have an important role considering that leaders have goals, set visions and goals, provide motivation to subordinates, and build organizational culture through the messages conveyed. A leader is a tool to exercise power and strength to motivate and invite so as to encourage the involvement of members to achieve a common vision and goals. Leaders who have transformational leadership, can make changes or transformations to subordinates with an effort to achieve goals by focusing and paying attention to the needs of subordinates by showing charisma, providing inspiration and motivating subordinates individually (Wahidah, 2022). Subordinates are loyal, admire, and believe in the leader because he is able to be a role model in the organization. Bass in Judge and Robbins (2013) explains that leaders who can provide intellectual stimulation and individual consideration to each subordinate are called leaders who have transformational leadership characteristics. Transformational leaders provide impetus for change and motivation, and form awareness in

subordinates of the importance of work results, organization, and meeting the higher needs they have.

METHOD

The sample consists of a large number of members selected from the population or subgroups of the population. Sampling can be done in two ways, namely stochastic sampling and non-stochastic sampling. This survey uses a census technique of probability sampling or saturated sampling. With this technique, every member of the population has the same opportunity to be selected as the sample. Probability or census sampling according to Sugiyono (2008) is a sampling technique in which all members of the population are sampled. This census sample was conducted because respondents are members of the population who can provide information related to research conducted by researchers. Therefore, the sample of this study was 105 employees in the coordination team for regional cooperation in the province of West Sumatra.

The method that the writer uses in analyzing the data for this study is descriptive statistical analysis. According to Sugiyono (2011), descriptive analysis is a form of statistics that helps someone to analyze or explain the collected data as it is, without intending to draw or generalize general conclusions. This analysis is intended to explain the characteristics of all research variables. Displays data in the frequency distribution table and calculates the level of attainment (TCR) of the respondents. The TCR calculation is intended to find out how well the survey variables are satisfied based on the respondents' responses. Before calculating the TCR, the total score for each statement item is calculated from the respondents' responses. The instrument used in this study uses a Likert scale.

In accordance with the hypothesis that has been formulated, in this study the analysis of inferential statistical data was measured using SmartPLS software starting from model measurements (outer model), model structure (inner model) and hypothesis testing (Ghozali, 2014). PLS according to Ghozali (2014) is an alternative approach that shifts from the covariant-based Structural Equation Modeling (SEM) approach to variance-based. SEM which is based on covariance generally tests causality/theory while PLS is more of a predictive model.

There are two kinds of tests carried out to evaluate the measurement model, namely the validity test and the reliability test. The validity test is divided into two, namely convergent validity and measurement validity. convergent validity using in conducting testing convergent validity can be assessed based on outer loadings or loading factors and Average Variance Extracted (AVE). Usually in research used a loading factor limit of 0.70. An indicator can be declared to meet convergent validity and have a high level of validity when the outer loadings value is > 0.70 . While the Convergent Validity Test means that a set of indicators represents one latent variable and the underlying latent variable. This representation can be demonstrated through unidimensionality which can be expressed using the average value of the extracted variance (Average Variance Extracted / AVE). The AVE value is at least 0.5. This value describes adequate convergent validity which means that one latent variable is able to explain more than half of the variance of its indicators on average (Ghozali, 2014). This test is conducted to see how big the difference between variables. The next condition that must also

be met is the square root of the AVE for each variable. It must be greater than the correlation value with other variables.

Then discriminant validity is carried out to ensure that each concept from each latent model is different from other variables. Validity testing is carried out to find out how precisely a measuring instrument performs its measurement function (Ghozali, 2014). In SMART-PLS, discriminant validity testing can be assessed based on the Fornell-Larcker criterion and cross-loading. In the Fornell-Larcker criterion test, discriminant validity can be said to be good if the roots of the AVE in the construct are higher than the construct's correlation with other latent variables, whereas in the cross-loading test, it must show a higher indicator value from each construct than the indicators in the other constructs. (Arikunto 2004). While testing discriminant validity with the Heterotrait-Monotrait Ratio (HTMT) table can be seen from the numbers contained in the table which cannot exceed 0.85 (Kline, 2011).

The reliability test in PLS can use two methods, namely Cronbach's alpha and composite reliability. Cronbach's alpha measures the lower limit of the reliability value of a construct while composite reliability measures the actual value of the reliability of a construct. Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb used for the Composite Reliability value is greater than 0.7 and the Cronbach's alpha value is greater than 0.7 (Ghozali, 2014). Composite reliability measures the actual reliability value of a variable while Cronbach alpha measures the lowest value of the reliability of a variable so that the composite reliability value is > 0.6 and the Cronbach Alpha value is > 0.60 .

Analysis using structural equation modeling (SEM). This allows you to perform path analysis with hard-to-observe latent variables. SEM analysis uses the smartPLS 3.0 program to employ a variance-based approach, also known as partial least squares (PLS). The structural model consists of unobservable and theoretically related structures. This test involves estimating the path coefficient which identifies the strength of the relationship between the independent and dependent variables. When you test this structural model, bootstrap functions are used to generate important values for path relationships between latent variables. The PLS structural model is evaluated using the R-squared of the dependent structures, path coefficient values, or the t-values of each path to examine the importance between structures in the structural model. The value of the coefficient of determination is a goodness-of-fit test model (Ghozali, 2014). The following shows the conceptual framework of this study.

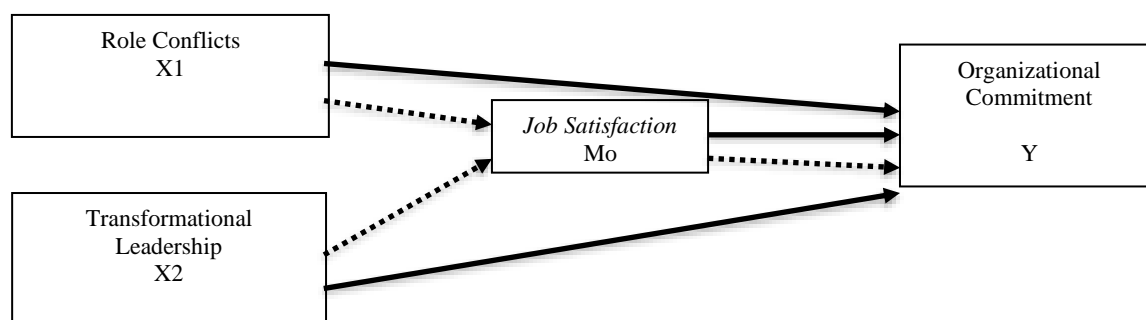


Figure 1. Conceptual Framework

From the picture above, the hypothesis is obtained as follows.

1. H1 : Role Conflict affects on the organizational commitment at the employees in the coordination team for regional cooperation in the province of West Sumatra.
2. H2: Transformational leadership affects the organizational commitment of the employees in the coordination team for regional cooperation in the province of West Sumatra.
3. H3: Job satisfaction affects the organizational commitment of the employees in the coordination team for regional cooperation in the province of West Sumatra.
4. H4: Role Conflict affects the job satisfaction of employees in the coordination team for regional cooperation in the province of West Sumatra.
5. H5: Transformational leadership affects the Job satisfaction of the employees in the coordination team for regional cooperation in the province of West Sumatra.
6. H6: Role conflict influences organizational commitment with job satisfaction as a mediating variable for the employees in the coordination team for regional cooperation in the province of West Sumatra.
7. H7: Transformational Leadership affects organizational commitment with job satisfaction as a mediating variable at employees in the coordination team for regional cooperation in the province of West Sumatra.

RESULTS AND DISCUSSION

The majority of respondents in the analysis of the characteristics of respondents based on gender, male respondents totaled 65 people or 65.30% of the total respondents. While the fewest respondents were women totaling 35 people or 34.70% of the total respondents, the majority of respondents were in the age group 21-30 years, namely 29 people or 28.70%. Then followed by the ages of 31-40 years, 27 people or 26.70%, and the respondents with the smallest age, namely age <25 years, were 2 people with a percentage of 2.00%. This shows that in carrying out work, members of the Regional Cooperation Coordination Team of West Sumatra Province are dominated by employees aged 21-30 years, then Members of the Regional Cooperation Coordination Team of West Sumatra Province are dominated by employees with the last educational background as a bachelor (S1) then the majority of respondents have an income of more than Rp. 2,500,000, - as many as 97 people or 97.0%. and respondents with an income of less than IDR 2,500,000 were 3 people or 3.0% and the most respondents in this study were between 16-20 years, namely 29 people or 28.80%. Then followed by respondents with 10-15 years as many as 24 people or by 23.80% and a range of 2-5 years as many as 23 people or by 22.90% then less than 6-10 years by 21 people or by 20.80% the last is less than 2 years by 3 people or only 3.70% of the total respondents. This shows that employees who are members of the Regional Cooperation Coordination Team for West Sumatra Province are dominated by employees who have worked in government for 16-20 years.

The Effect of Role Conflict and Transformational Leadership on Organizational Commitment with Job Satisfaction as a Mediation Variable on Members of the Regional Coordination Team in West Sumatra Province

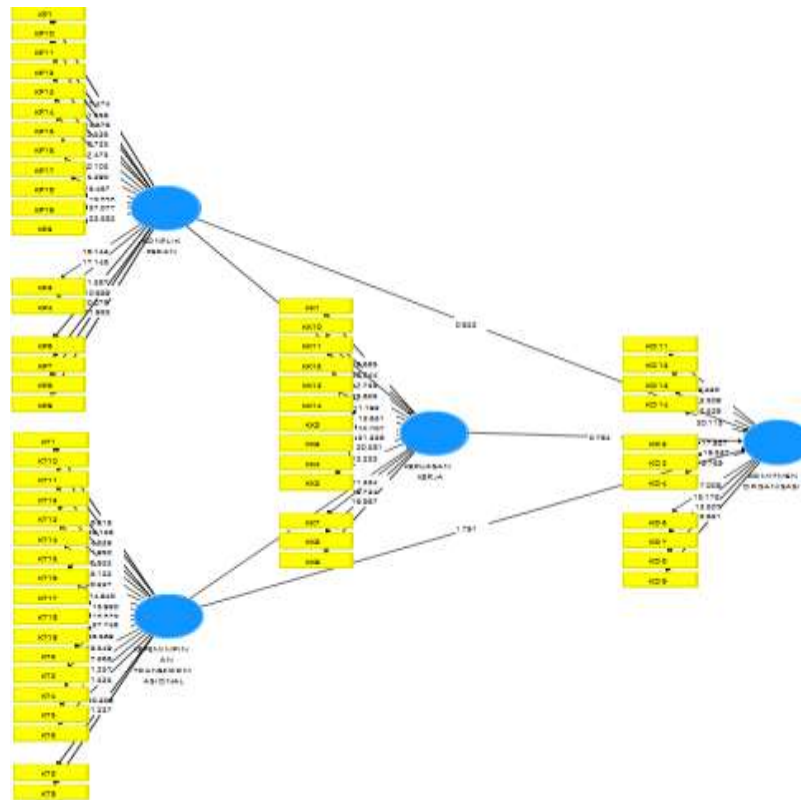


Figure 2. Model Outcome

Based on Figure 4.1 above, It is known that there are still several variable indicators that have an outer loading value < 0.7 . The data shows that there are eleven variable indicators whose outer loading values are below 0.7, namely KK6, KO10, KO15, KO1, KO5, KP20, KP21, KP5 and KT7. These indicators are said to be invalid, so it is necessary to drop or delete them. The following is the calculation result of the SEM-PLS model after removing invalid indicators, where there are no variable indicators whose outer loading value is below 0.7.

Table 1.
Validity and Reliability

Variable	Average Variance Extracted (AVE)	Cronbach's Alpha
Role Conflict	0.638	0.966
Transformational Leadership	0.643	0.967
Organizational Commitment	0.621	0.939
Job Satisfaction	0.644	0.953

Based on the table above, the average variance extracted (AVE) value for role conflict, transformational leadership, organizational commitment, and job satisfaction is more than 0.5.

This proves that all the constructs used in this study have a good validity value. while the Cronbach alpha value for all variable indicators has a value greater than 0.6. The highest reliability of Cronbach's alpha value is in Transformational Leadership with a Cronbach's alpha value of 0.967. Thus these results indicate that all variables in the study have good reliability.

Table 2.
Hypothetical Testing

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
TRANSFORMATIONAL LEADERSHIP -> JOB SATISFACTION	0.749	0.699	0.325	2.306	0.022
TRANSFORMATIONAL LEADERSHIP -> ORGANIZATIONAL COMMITMENT	2.203	2.041	1.230	1.791	0.074
JOB SATISFACTION -> ORGANIZATIONAL COMMITMENT	-0.382	-0.381	0.487	0.784	0.433
ROLE CONFLICTS -> JOB SATISFACTION	0.235	0.285	0.325	0.725	0.469
CONFLICT OF ROLES -> ORGANIZATIONAL COMMITMENTS	-1.111	-0.943	1.193	0.932	0.352

Based on Table 2 which is a calculation to see the direct effect between variables and variables with dimensions, it can be seen that there is one hypothesis that is accepted, namely H1 "The Influence of Transformational Leadership on Job Satisfaction" because it has a P-Values of 0.022 which is smaller than the 0 significance level .05 and the T-statistical value of 2.306 is greater than the T-table of 1.962.

1. H1 : Transformational leadership has affects on the job statisfaction at the employees in the coordination team for regional cooperation in the province of West Sumatra. The first hypothesis tests whether leadership transformation has a positive effect on job satisfaction. From table 4.24 it can be seen that the influence of transformational leadership on job satisfaction with a t-statistical value of $2.306 > t\text{-table value of } 1.962$ and a P-value of $0.022 < \text{a significance value of } 0.05$. In addition, the original sample value (O) shows that the effect of transformational leadership on job satisfaction is 0.749. Thus, the results of this study accept the first hypothesis by stating that transformational leadership influences job satisfaction.
2. H2 : Transformational leadership has no affects on the organizational commitment at the employees in the coordination team for regional cooperation in the province of West Sumatra. The second hypothesis tests whether Transformational Leadership has a positive effect on organizational commitment. From table 4.24 it can be seen that the influence of transformational leadership on organizational commitment with a t-statistical value of $1.791 < t\text{-table value of } 1.962$ and a P-value of $0.074 > \text{a significance}$

value of 0.05. In addition, the value of the original sample (O) shows that the effect of transformational leadership on organizational commitment is 2,203. Thus, the results of this study reject the second hypothesis by stating that transformational leadership has no effect on organizational commitment

3. H3 : Job statisfaction has no affects on the organizational commitment at the employees in the coordination team for regional cooperation in the province of West Sumatra. The third hypothesis tests whether Job Satisfaction has a positive effect on organizational commitment. From table 4.24 it can be seen that there is an effect of job satisfaction on organizational commitment with a t-statistic value of $0.784 < t\text{-table value of } 1.962$ and a P-value of $0.433 < \text{a significance value of } 0.05$. Then if you look at it, the original sample value (O) has a positive value of -0.382. Thus, the results of this study reject the third hypothesis by stating that Job Satisfaction has an effect on Organizational Commitment.
4. H4 : Role Conflict has no affects on the job statisfaction for employees in the coordination team for regional cooperation in the province of West Sumatra. The fourth hypothesis tests whether role conflict has a positive effect on job satisfaction. From table 4.24 it can be seen that the effect of role conflict on job satisfaction with a t-statistic value of $0.725 < t\text{-table value of } 1.962$ and a P-value of $0.469 > \text{a significance value of } 0.05$. In addition, the original sample value (O) indicates that the effect of role conflict on job satisfaction is positive by 0.235. Thus, the results of this study reject the fourth hypothesis by stating that role conflict affects job satisfaction.
5. H5 : Role conflict has no affects on organizational commitment at the employees in the coordination team for regional cooperation in the province of West Sumatra. The fifth hypothesis tests whether role conflict has a positive effect on organizational commitment. From table 4.24 it can be seen that the influence of role conflict on organizational commitment with a t-statistic value of $0.932 < t\text{-table value of } 1.962$ and a P-value of $0.352 > \text{a significance value of } 0.05$. In addition, the original sample value (O) indicates that the effect of role conflict on organizational commitment is positive by -1.111. Thus, the results of this study reject the fifth hypothesis by stating that role conflict affects organizational commitment.
6. H6 : there is no indirect effect between transformational leadership and organizational commitment through job satisfaction as the mediating variable Based on the results of table 4.25, it can be seen that the T-statistic value is $0.734 < T\text{-table } 1.962$ and the P-value is $0.463 < 0.05$. Which indicates that there is no indirect effect between transformational leadership and organizational commitment through job satisfaction as the mediating variable.
7. H7 : there is no indirect effect between role conflict and organizational commitment through job satisfaction as the mediating variable. Based on the results of table 4.25, it can be seen that the T-statistic value is $0.363 < T\text{-table } 1.962$ and the P-value is $0.716 > 0.05$. This indicates that there is no indirect effect between role conflict and organizational commitment through job satisfaction as the mediating variable.

CONCLUSION

Based on the results of this study, it can be concluded that Transformational Leadership influences job satisfaction in members of the regional cooperation coordination team. This means that a leader or superior who is able to increase motivation and protect subordinates at work will lead to job satisfaction for their subordinates which causes the benchmark of job satisfaction to be determined from the way superiors treat their employees in the Members of the West Sumatra Province Regional Cooperation Coordination Team and Transformational Leadership has no effect on the commitment the organization of members of the cooperation coordination team for the province of West Sumatra. This means that an employee's commitment to his work unit is determined by the policy of the regional head of West Sumatra Province, this also includes members of the regional cooperation coordination team serving in their respective agencies, while job satisfaction has no effect on the organizational commitment of members of the Province regional cooperation coordination team. West Sumatra. This means that the satisfaction of members of the cooperation coordination team for the province of West Sumatra is not influenced by their commitment to the team itself.

This is because an employee's job satisfaction is based on the leader's treatment of subordinates, with motivation and guidance from the leadership will increase subordinates' sense of satisfaction in carrying out the work. Furthermore, role conflict has no effect on job satisfaction for members of the West Sumatra Province regional cooperation coordination team. This means that the role conflicts that occur in the regional cooperation coordination team are not influenced by the job satisfaction of the members of the West Sumatra province regional cooperation coordination team. Furthermore, role conflict does not affect organizational commitment, this means that the commitment of a team member coordinating cooperation in his work unit is not based on the conflict that exists in the team. Meanwhile, Transformational Leadership has no effect on organizational commitment with job satisfaction as a mediating variable for members of the West Sumatra Province regional cooperation coordination team. This means that a leader or boss cannot influence an employee's organizational commitment through job satisfaction. And role conflict has no effect on organizational commitment with job satisfaction as a mediating variable in members of the West Sumatra Province Regional Cooperation Coordination Team.

Based on the results of the research above, the implication of this research is to evaluate work processes and leadership styles so as to increase organizational commitment and job satisfaction. This can be done by reducing the demands of job roles that exceed the resources of the employee. In addition, establish better communication between superiors and subordinates so as to minimize conflict. The transformational leadership carried out by the head of the Government Bureau and Otda as the Secretariat of the Regional Cooperation Coordination Team for West Sumatra Province is already good and needs to be maintained, leaders should provide motivation, set an example and protect subordinates in facilitating the implementation of regional cooperation in West Sumatra Province.

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