



Effect of Power on Employee Performance through Conflict as a Mediation Variable

(Study on the Kendari City Government Budget Team)

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Abstract

The phenomenon of low employee performance due to conflict is the background in this study. The conflict is caused by the power factor that prioritizes the personal ego over the organization. And aims to test and analyze; 1) The effect of positive power on employee performance; 2) The effect of conflict on employee performance; 3) The effect of conflict on employee performance. The unit of analysis of this research is the regional apparatus organization (OPD) who are members of the local government budget team (TAPD) of Kendari City. Respondents as a sample to test the research hypothesis were 131 employees using the Structural Equation Modeling (SEM) analysis method. The results show that power has no significant effect on employee performance, power has a significant effect on conflict, conflict has a significant effect on employee performance, conflict acts as a partial mediation linking the variables of power and employee performance. The practical implication of this research is that coercive power is the dominant indicator of the effect of conflict on employee performance.

Keyword: Power; Conflict; Performance: Employee

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I. INTRODUCTION

Human resource experts agree that performance is a process in getting work results, both in quality and quantity produced by an employee according to the main tasks, functions and responsibilities given to him by the organization, as well as a number of jobs that must be completed by the employee concerned in carrying out his duties. predetermined time [1]; [2]; [2]; [3];[4]; [5]. Therefore, if the employee's performance is good, it will have implications for good organizational performance as well.

The phenomenon of low employee performance due to the high intensity of conflict and power factors that prioritize personal ego rather than organization. The conflict was marked by fierce debates, sharp differences of opinion regarding budget allocations between regional apparatus organizations and the Regional Government Budget Team on the one hand and on the other as representatives of their work units, resulting in an unsatisfactory performance of the budget team. This condition results in undisciplined behavior, low attendance and less use of time [6]. While power as a triggering factor for conflict is marked by pressure from the head of regional apparatus organizations related to budget allocations as well as pressure from the highest leadership (mayor) to complete budget discussions according to a predetermined schedule. However, if the local government budget team in budget preparation uses a participatory and fair approach then it will have an impact on increasing the performance of the budget team [7]; [8].

Intra-organizational conflict is understood as The Paradox of Conflict, namely the view that on the one hand conflict can improve the performance of both individuals, groups and organizations, but on the other hand the majority of groups and organizations are trying to minimize and even avoid conflict [9]. This view is divided into three parts, namely: First, the traditional view holds that conflict is something bad, negative (not good), destructive, because it must be avoided. Conflict is synonymous with the terminology of violence, destruction, and irrationality. A dysfunctional outcome due to poor communication, lack of trust, lack of openness among people, and failure of managers who do not respond to employee needs and aspirations. Second, the understanding of human relations (the human relations view), holds that conflict is an unavoidable event that occurs within a group or organization. Because in a group or organization there must be differences in views or

opinions between members. Therefore, conflicts that occur must be managed in such a way that they have an impact on improving organizational performance. In other words, conflict is a motivation to innovate or change within a group or organization. Third, the interactionist understanding, has the view to tend to encourage the creation of a conflict within a group or organization. Because an organization that is cooperative, calm, peaceful, and peaceful tends to be static, apathetic, not aspirational, and not innovative. Therefore, conflicts that occur need to be managed and maintained at a minimum level on an ongoing basis so that each member in the group remains enthusiastic, critical, and creative.

In an organization, conflict has a driving force in improving employee performance, because of the variables that change simultaneously and dynamically. Therefore, one of the knowledge and skills that leaders, managers and administrators need and must master is conflict management. Where in political organizations, leaders allocate a minimum of 25% of their time in managing conflict [10]. Meanwhile [11] states that the minimum 20% time allocated by managers to resolve conflicts that occur.

Conflict in the organization [12] occurs as a result of the interaction of two or more parties, where each other is interdependent and related, even though they are separated because of different goals. Conflicts that occur in organizations are often asymmetrical, where only one party responds to it. Or, one party perceives that the other party has or will attack the other party negatively.

Time to resolve conflicts will increase if company employees strike [9]. Therefore, without the leader's knowledge and skills in managing conflict, the conflict will not be resolved, instead it will lead to the creation of a dysfunctional conflict that will have an impact and hinder the achievement of the goals set by the organization. Conflict is one of the essences of human life and development with various characteristics, both gender, socio-economic strata, legal system, ethnicity, religion, belief, political flow and culture and life goals [13]. These differences and characteristics often lead to conflicts.

However, if the conflict is not managed properly, it will become a serious problem in the organization and can create chaotic conditions that can prevent employees from working together as a team. But if the conflict that occurs can be managed properly, it will produce and have a major impact on human life, both individually and in groups as well as the creation of changes for human life for the better..

Several previous studies that are relevant to this research include research on conflict on performance, among others [14]; [15]; [16]; [17]); [18] that conflict has no significant effect on employee performance. Unlike the case with studies that show the opposite results, among others, research [19]; [20]; [21]; [22]; [23] that conflict has a significant effect on performance.

There are several studies related to the influence of power on conflict conducted by [24] that power has no significant effect on conflict. Meanwhile [25], [26] and [27] found that power had a significant effect on conflict.

While research related to the influence of power and performance, among others [28]; [29]; [30]; [31]; [32] that power has a significant effect on employee performance. Different results are shown by research [33] and [34] that coercive power has no significant effect on employee performance.

Based on the phenomenon, theory gap and gap research above, the researcher will replicate the research by making the conflict variable as a mediating variable on employee performance.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The contradiction and lack of conceptual consensus in the literature and previous research on the role of conflict on performance, where conflict becomes a mediating variable to link power to employee performance, prompted researchers to review the constructs developed by previous researchers that were integrated from various perspectives. Briefly, the conceptual framework is shown in Figure 1 below:

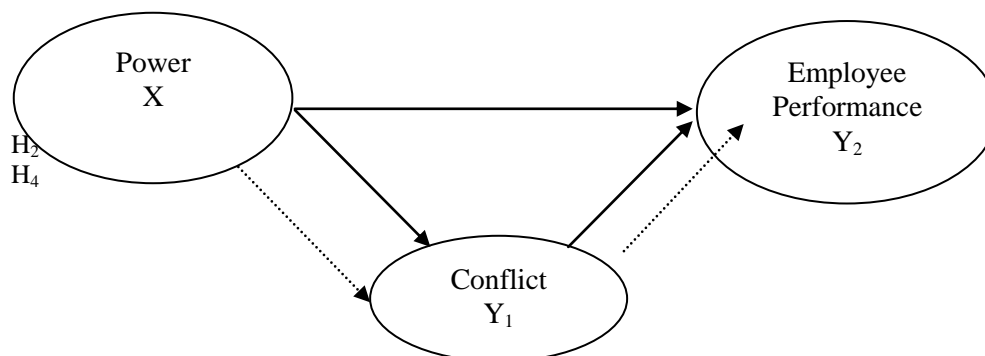
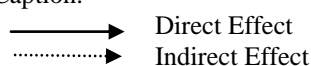


Figure 1. conceptual framework

Caption:



Power is the ability of a person, group, or organization to influence others. Power is not meant to change a person's behavior, but rather the potential to change someone [35]. Performance is a description of the level of achievement to carry out activities/programs/policies in realizing the goals or objectives, vision and mission of the organization. as stated in organizational strategic planning [36]. The definition of performance emphasizes the achievement of activities or programs carried out so that performance can be achieved if the activities or programs are carried out in accordance with the goals, vision and mission of the organization. Research related to the influence of power and employee performance conducted by [37] found that power has a significant effect on employee performance.

Based on this explanation, the research hypothesis proposed is as follows:

H1: Power has a positive effect on employee performance.

Power according to [38] is defined as a person's ability to get something he wants in accordance with that person's way. The study [39] found that conflict resolution in group marketing would improve group performance. The results of the study [17] show that power has a significant effect on conflict. Further research [40] showed that the dominant reaction to the dominant behavior depends on the position of the opponent's strength. Managers will react more fully to their superiors and will react more reciprocally to their subordinates. Based on the description above, the research hypothesis proposed is as follows:

H2: Power has a positive effect on conflict.

Conflict is a discrepancy or disagreement between team members due to personal incompatibility which ultimately leads to mutual suspicion, distrust, and hostility among team members [41]. Research shows conflict can reduce the effectiveness of decision-making by reducing the team's ability to create high-quality policies and reducing the ability of team members to accept team decisions. Affective conflict can decrease willingness to receive information, and higher aversive behavior between team members, decrease acceptance of ideas from people who do not like, decrease tolerance, and interfere with effective communication and cooperation in teams [14] and [41]. Work conflict is disagreement among work team members about team goals and the activities required to achieve these goals. This type of conflict arises as a result of which different perspectives lead to different points of view on an issue. Cross-functional work teams come from different functional areas. They have different backgrounds and perspectives. Research on conflict with employee performance conducted by [42], that conflict has a significant effect on employee performance.

Based on the description above, the research hypothesis proposed is as follows:

H3: Conflict has a positive effect on employee performance.

The mediating variable (intervening) is a variable that theoretically affects the relationship between the independent variable and the dependent variable into an indirect relationship and cannot be observed and measured by Tuckhman [43]. The relevant research results are research [44] that power has no significant effect on employee performance. This means that the highest power (mayor) although it can suppress the intensity of conflict with coercive power, employees tend to work casually to please the leader as the ruler.

Based on this, the research hypothesis proposed is as follows:

H4: Conflict mediates the influence of power relations on employee performance

III. RESEARCH METHODS

The approach used in this study is a quantitative approach (positivism), with an explanatory research design that explains the relationship between variables by testing hypotheses and drawing causal conclusions. The research locus is Kendari City Government Employees, namely the Kendari City Government Budget Team as the unit of analysis for this research.

The population of this research is employees with characteristics who are directly involved in the preparation of the Regional Revenue and Expenditure Budget and the Kendari City Government regional budget team

with a total of 498 people. The number of samples was determined by proportional stratified random sampling technique so that the resulting sample size was 131.

Data was collected by means of a survey conducted in one stage (one short study) through a questionnaire containing statements distributed to respondents. Furthermore, in-depth interviews were used to reveal the facts behind the quantitative findings in order to synthesize the indicators used to measure the study variables, broaden the horizons of the study object, identify problems, and confirm the results of the

analysis/discussion. This research is using Likert scale. Likert scale is used to measure attitudes, opinions and perceptions of respondents' approval of certain subjects, objects or events. The Likert scale ranges from 1 to 5 on a criterion scale as follows: strongly disagree (1), disagree (2), undecided (3), agree (4); strongly agree.

SEM analysis was used to examine the causal relationship between exogenous and endogenous variables in the study model. SEM analysis basically consists of confirmatory factor analysis (CFA), and regression analysis/path analysis. This analysis was also used to check the validity and reliability of the research instrument as a whole [45]. The reasons for using SEM in this study are based on the considerations that: (1) SEM is suitable for confirming the unidimensionality of various indicators for a construct/concept/factor, (2) SEM is suitable for testing the suitability/accuracy of the model based on the empirical data studied; (3) SEM is suitable for testing the suitability of the model as well as the causal relationship between the factors that are built and observed in the model, and (4) SEM can test the effect of size, whether the effect is direct, indirect, or total of the independent variables (exogenous variables), dependent variable (endogenous variable). Therefore, SEM can be used to determine the dominant variable.

IV. RESULTS AND DISCUSSION

The purpose of the structural model feasibility test is to determine the suitability of the data and observations built using the estimated standardized regression weights consisting of direct and indirect relationships. The structural model fits the observational data if the Chi-square is small and significant at $\alpha = 0.05$; probability value 0.05; CMI/DF 2.00; GFI, AGFI, TLI, NFI and CFI 0.90, and RMSEA 0.80. The results of the complete structural model feasibility test which are the basis for the comparison of the model suitability index are presented in Table 1 below:

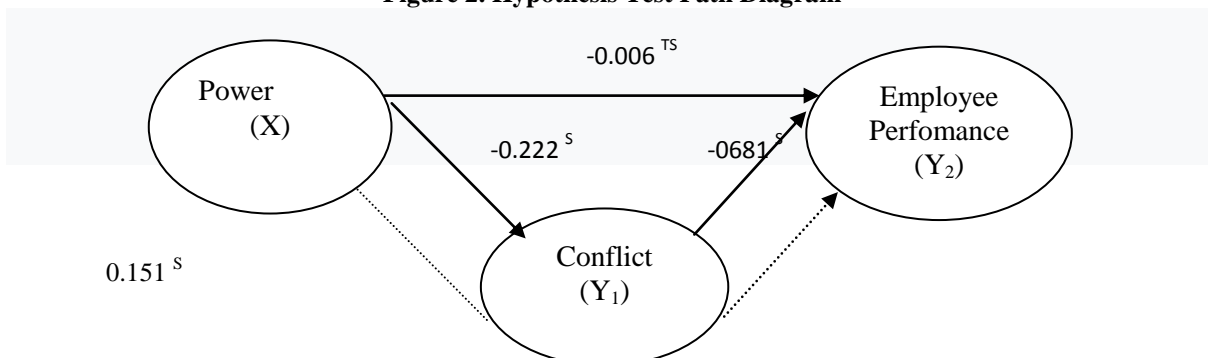
Table 1. Overall Testing of the Goodness of Fit Model

<i>Goodness of Fit</i>	The calculation results	Meaning	Good Terms	Information
	Result			
<i>Chi Square</i>	202.497	Small	Small	Good
<i>Probabilita</i>	0.000	$>0,05$	$>0,05$	Less
<i>CMIN/DF</i>	1,680	≤ 2	≤ 2	Good
<i>GFI</i>	0,852	$\geq 0,90$	$\geq 0,90$	Good
<i>AGFI</i>	0,798	$\geq 0,90$	$\geq 0,90$	Good
<i>TLI</i>	0,943	$\geq 0,90$	$\geq 0,95$	Good
<i>CFI</i>	0,953	$\geq 0,95$	$\geq 0,95$	Good
<i>RMSEA</i>	0,079	$\leq 0,08$	$\leq 0,08$	Good

Sumber: Data Hasil penelitian, diolah 2021.

Hasil pengujian model pada Tabel 1 menunjukkan bahwa dari delapan kriteria model Goodness of Fit yang dibangun untuk mengestimasi parameter struktural menurut data yang diamati, terdapat enam kriteria yang memenuhi persyaratan minimum (*cut off point*) yang dipersyaratkan nilai Chi-square; CMI/DF; AGFI; TLI; CFI, dan RMSEA. Sedangkan dua kriteria lainnya yaitu probabilitas dan GFI marjinal. Mengacu pada prinsip parsimony [46] bahwa jika terdapat satu atau dua kriteria goodness of fit yang telah memenuhi nilai yang diharapkan, maka model dapat dikatakan baik atau pengembangan model konseptual dan hipotesis teoritis dapat dikatakan didukung oleh data empiris. Oleh karena itu, dapat disimpulkan bahwa model struktural yang dibangun dalam penelitian ini konsisten dengan hasil observasi dan memungkinkan dilakukannya analisis hubungan struktural dan pengujian hipotesis. Pengujian model dilakukan setelah pengembangan model hubungan struktural dalam penelitian ini berdasarkan observasi data dan indeks kesesuaian model struktural. Tujuan pengujian model hubungan struktural adalah untuk mengetahui hubungan antar variabel laten yang dirancang dalam penelitian ini. Rincian model hubungan struktural lengkap disajikan pada Gambar 2 berikut ini:

Figure 2. Hypothesis Test Path Diagram



Information:

S = Significant Path

TS= Non Significant Path

Figure 2 shows that of the three direct relationships in this study, there are two that are significant and one that is not significant. Structural models show structural relationships other than latent variables. It also explains the relationship of latent variables with observable variables and measurement error on each observed variable. The results of the structural model suitability analysis are the basis for analyzing the relationship between latent variables and hypothesis testing in order to determine the relationship between latent variables and the causal relationship hypothesis whose significance level is presented in Table 2.

Table 2. Path Coefficient (Standardize) Relationship Between Variables

Relationship Between Variables (Independen → Dependent)		Mediaating Variable	Hypothesis test results		
			Path Coefficient (Standardize)	<i>p-value</i>	Information
Path Coefficient of Direct Effect					
Power (X)	Employee Performance (Y2)	-	-0.006	.930	Not significant
Power (X)	Conflict (Y1)		-0.222	.018	Significant
Conflict (Y1)	Employee Performance (Y2)		-0.681	<0.001	Significant
Path Coefficient of Indirect Effect					
Power (X)	Employee Performance (Y ₂)	Conflict (Y ₁)	0.151	-	Significant

Table 2 and Figure 2 show that there are three direct relationship models built in this study: 1) Power has an insignificant effect on employee performance, 2) Power has a significant effect on conflict, 3) Conflict has a significant effect on employee performance.

The results of the indirect effect test can be explained as follows: 1) the indirect effect (mediation) of power variable conflict on employee performance shows that good performance is not only influenced by power, although there is conflict but the conflict is still in the minimum intensity scale that can be used. maintained. 2) the indirect effect between power and employee performance mediated by conflict shows that conflict can act as a partial mediation. That is, good employee performance is influenced by power even though it is accompanied by conflict.

The theory of power according to [38] states that power (power) is the use of a large number of resources (assets, abilities) to be obeyed by the behavior of adjusting subordinates and others. This theory provides a strong argument that strength comes from (1) access to resources, information, and support, (2) the ability to obtain the cooperation needed to complete tasks. The analysis of the direct influence of the influence of power on employee performance obtained an insignificant negative path coefficient of -0.006 and p-value of 0.930. This means that power has no effect on employee performance. Stronger power will not improve employee performance. Thus, the hypothesis that power has a significant effect on employee performance is rejected. Because power is not dominated by any particular individual or group of the budget team but by all teams. However, the empirical facts are different, because of competition for limited resources (budget), team members sometimes feel selfish, feel close to the authorities, become seniors and lead work units, so the resulting decisions are often sidelined. These results are in accordance with research [47] that power has a significant effect on employee performance because power can create employee commitment that excels in carrying out tasks and compliance attitudes towards work. However, this result is not in accordance with research [48] that coercive power (coercive) has no significant effect on employee performance because the coercive power of employees in the workplace will always cause fear of sanctions and these sanctions will eventually cause resentment..

The fundamental concept in conflict theory is power, where in interpersonal conflict, the power structure is the core of conflict analysis. Power has an important role in the conflict process. Conflict management styles and conflict resolution techniques are chosen by the parties to resolve conflicts. Is the conflict process complicated and time consuming or not? It depends on the power possessed by each side to conflict.

The results of the hypothesis test of the path coefficient value (standardized) the direct influence of power on conflict is negative and significant with a value of -0.222 and p-value = 0.018. This means that power

affects conflict. The hypothesis that power has a significant effect on conflict is accepted. This means that the significant negative influence of power on conflict, namely the higher the coercive power (coercive) it can reduce and suppress conflict. This result is in accordance with the research conducted by [39]; [49] that power has a significant effect on conflict. Power is an important factor for employees as individuals because great power reflects the competence among the employees themselves. Partially [33];[50] concluded that coercive (coercive) power has no significant effect on performance because the use of coercive power will only produce unwanted side effects, namely hatred towards subordinates. The theory developed by [51] states that organizational conflict is known as Paradox Conflict, which is a view that on the one hand conflict is considered to improve group performance, but on the other hand most groups and organizations seek to minimize conflict. The theory put forward by [52] states that the relationship between conflict and performance follows an inverted U-shaped curve, where conflict is productive at moderate levels and unproductive at very low or very high levels..

The results of hypothesis testing indicate that the direct effect of conflict on employee performance shows a significant negative path coefficient value of -0.681 and p-value <0.001. The hypothesis that conflict has a significant effect on employee performance is accepted. This means that conflict can improve performance significantly, but if the conflict is higher, the opposite result will occur, namely a low impact on employee performance. There is an approach taken in managing the Budget Team as a strategic approach in conflict management style [53] consisting of: 1) competition; this occurs when one party feels it has the power and other resources to impose on the opponent; when decisions and actions are needed as soon as possible, because of an emergency, 2) collaboration; creating integrated solutions; both parties do not have the power and reliable resources that can suppress the opponent in achieving his goals. These results are in line with research that conflict can improve employee performance and strengthen findings [54] with the Dual Career Couple object in Jabodetabek. However, it is not in line with the results of the study [55]; [56]; [57]; [58] which states that dysfunctional conflict has a significant effect on employee performance.

While the results of previous studies conducted [59], suggest that conflict [60] is related to productivity which is symbolized as an inverted U graph, where the quantity of conflict is important to increase productivity and change, because organizations with little or no conflict will stagnate. and will have an impact on low productivity.

V. CONCLUSION

Power has no significant effect on employee performance. This means that power with coercive power indicators (coercive) cannot improve employee performance. Because the power in budgeting is collective, namely the budget team, but sometimes egos arise from the leadership and team members so that the resulting decisions can be annulled again and ultimately affect the performance of employees who are forced to do so.

Power has a significant effect on Conflict. This means that power at a higher level (mayor) will reduce the intensity of conflict because of the tendency to apply coercive (coercive) power.

Conflict mediates the influence of power on employee performance. This means that coercive power, legitimate power and reward power applied by the leader can reduce the intensity of conflict. Conflict has a significant effect on employee performance. This means that the lower the conflict, the higher the employee's performance. Where the conflict that occurs in this study is a minimal conflict that can be maintained and is considered a group dynamic.

Conflict acts as a partial mediation that connects power and employee performance.

The limitations of this study are: First, the researcher is a Civil Servant at the Kendari City Government. Therefore, it is possible for respondents to fill out the questionnaire by looking at the background of the researcher so that the answers given tend to be subjective; Second, the respondent's busyness and time constraints at the time of filling out the questionnaire can affect the respondents' answers in describing the phenomena that occur; Third, the study was conducted in areas that have cultural differences with other regions.

Suggested further research by looking at: 1) the background of different researchers; 2) the respondent's free time and busyness; 3) in areas with different cultures. So that it is possible to increase the validity and generalizability of this study.

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