RESEARCH ARTICLE

Correlation Between Power, Type And Conflict Behavior With Job Satisfaction (Study On The State Budgeting Compiler Team In Regencies / Cities In Province Of East Java)

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Abstract **:** The problems faced by the District / City of Regional Government Budget Compiler Team in East Java in general are the existence of a government management paradigm shift since the performance-based financial regulation is increasingly short of bureaucratic mutation, technological innovation, availability of information that is easier and faster, as well facing the faster cultural and social changes of the community. Individual satisfaction in the organization is influenced by knowledge including good levels of education, work experience and skills. Besides that it involves two aspects, namely the capacity of the individual and his ability to complete the work. Knowledge possessed by individuals will be used in the process of completing the work. Therefore, in the Team sometimes there is a difference in interpretation of a work object that can be caused because the knowledge possessed by the individual is different.
Keywords: Government, Budget, Work

INTRODUCTION

The intersection between knowledge and the interpersonal environment and between individuals in the organization will lead to conflicts between individuals. Differences in individual knowledge will affect individual types and behavior in groups and organizations (Pendell, 1990). Furthermore, the knowledge possessed will be used by individuals to interact in organizations that affect work satisfaction.

Another dimension that affects individual job satisfaction in teams in organizations is individual commitment (Thompson, 1990). Individual commitment is the responsibility, dedication, speed-response and ease of communication between individuals in the team in the process of completing the work (Robbins, 1996).

Other factors related to management, one of which is the power of individuals in the team. The management process in the team can run well if individuals know their power in the team, so as to build relationships between individuals in the team and to know the work environment related to the task structure and authority.

The system in the preparation of APED Regency / City Government consists of dual institutions namely the legislative and executive (budget team).In both institutions, human resource factors have the biggest contribution, more specifically, are the problem of satisfaction of individuals in the budget team. Because the key to the success of the organization's management function is in its human resource factors (Robbins, 2003). The root of the problem in the budget team is that each individual carries each individual's mission and institution.The most prominent difference in these two institutions is if the executive budget team is concerned with the continuity of the program, while the legislative is on political content. However, the similarity of each

individual in the two institutions is reflected in the satisfaction of the approved budget design output.

The reason for examining individual satisfaction in the Team is because:

1.   Budgeting in the District / City Government in East Java is prone to political intrigue and content, causing conflict, even though conflict affects the individual satisfaction of the budget compiler.

2.   Want to know the factors that influence individual satisfaction in the budgeting compiler team.

THEORITICAL REVIEW

1.   Commitment
Research by Paul Boselie, MartijnHesselinkJaapPaauwe and Ton Van Der Wiele (January 2001) entitled: Employee Perception on Commitment Oriented Work Systems: EjTects on Trust and Perceived Job Security.In this study, employee commitment to the HR system was represented by employee participation, payroll system, training and development, information dissemination and supervisor support.Sedan &Kan, the dependent variable is feeling confident in management policies and job insecurity.

The results of this study indicate that employee participation, payroll system, training and development, information dissemination and direct leadership support can increase trust and a sense of security towards work.

2.   Power
Research by Afzal Rahim (2004) entitled; leader.Power, Follower's ConjTictManagement Strategies, and Propensity to, Leave Job: A Cross-Cultural Study.This study conducted a test using a structural equation model (SEM) on supervisor power by using French and Raven models, where conflict management strategies with supervisors (problem solving and bargaining) will lead to a tendency to leave work.This study uses respondents from the United States, Greece, North Korea and Bangladesh.

Research results:
I). Coercive power is negatively related to expert power in the United States

2). Reward power is positively related to fourth power experts,while the others are Negative and related to referent power in Greece and Bangladesh.

3). Legitimate power is positively related to expert power in all four countries but is positively related to referent power only in the United States.

4). In all four countries, expert power is positively related to referent power, on the other hand, is positively related to problem solving and negatively related to bargaining.

5). Problem solving is positively related to the desire to leave work and bargaining is negatively related to this, namely in the United States and Greece, but not in South Korea and Bangladesh. In general, all research results are the same for each cultural group (the United States with Greece and South Korea with Bangladesh).

John D. Politis' Research (2003) entitled The 68601 of Managerial Power and Relational Trust on the Skills and Traz.ts of Knowledge Acquisition:Evidence }ram the Um`ted Arab Emirates. theresults of the study show that most of not all dimensions of managerial power allow the acquisition of knowledge of employees.Furthermore, this study found that relational trust has a negative impact on knowledge acquisition.Research by Kevin D. Bradford et al. (2001), entitled Managing Conventions to Improve the activeness of Ad-Hoc Marketing Teams, contains conflict management in a marketing group as an effort to improve group performance.

Results of Research:
I). Differences in commitment and the existence of social relationships can increase affective conflict and task conflict.

2). Power differences increase task conflicts.

3). Affective conflict decreases satisfaction.

4). Task conflicts reduce task performance and reduce satisfaction.

5). Confrontation increases task conflict.

6). Compromise increases creativity and satisfaction.

7). A compromised task conflict can increase creativity and satisfaction.

8). A task conflict if contradicted can reduce task performance.

Research by M. AfzalurRahim & Clement Psenicka (2002),A Model of Emotional Intelligence and Conflict Management Strategies: A Study in Seven Countries.In this study, researchers tried to understand the relationship between the five dimensions of emotional intelligence: self-awareness, self-regulation, motivation, empathy, and social skills from supervisors to subordinates in strategies to deal with problem solving conflicts and bargaining.

This research was conducted on business program students in seven countries namely Greece,

Bangladesh, Hong Kong and Macau, South Africa and Portugal.

The results of this study indicate that self-awareness is positively related to self-regulation, empathy, and social skills; regulation is positively related to empathy and social skills; empathy and social skills are positively related to motivation; and that is all positively related to problem solving strategy but negatively related to bargaining strategy.

Research by Afzal Rahim & Clement Psanicka (2004) entitled; Conpict Management Strategies as Moderators or Mediators of the Relationship between Intragroup Conflict and Job Performance.In this study researchers tried to examine the role of conflict solving (problem solving and bargaining) strategies as moderators and mediators on the relationship between conflicts in groups and task performance. Conflict handling styles used by supervisors are integral, obliging, dominating and avoiding, with dimensions (I) problem solving strategies - integrating styles - avoiding styles, (2) bargaining strategies - dominating styles - obliging styles.

The results obtained from this study are:
I). Managers should use problem solving strategies to improve task performance, and

RESEARCH METHODS

1.   Research Approach

In this dissertation research, the researcher tries to test the conceptual framework that has been made through individual perceptions of group members on each research variable. These perceptions are expected to be able to describe the reality of knowledge, commitment, power, causes of type of conflict, behavior of conflict and its impact on individual satisfaction in groups. The data obtained is perception data; therefore the researcher uses a

2). Employees should reduce the use of bargaining strategies to be able to improve their performance.

Conflict behavior

Research by Ritch L. Sorenson and Kenneth Kaye (1999) entitled; Couplet Management Strategies Used in Successful Family Business, containing conflict behaviors that are used to improve business goals and family goals.

In this study there were two outcome measures, namely business outcomes and family outcomes. Sedan &Kan, Conflict behavior variables used are competition, collaboration, compromise, accommodation and avoidance.

The results obtained from this study are
1)   Collaboration and compromise are relatively more successful in achieving family goals and business goals.
2)   Family business that uses accommodation conflict management, the achievement of business objectives is positive but the family's goals are negative.
3)   Competition and avoidance are not significant to the achievement of business goals or family goals.

questionnaire with a Likert measurement scale. Because the perception data is in the form of a Likert scale, this dissertation research approach uses a quantitative approach.

CONCEPTUAL FRAMEWORK AND HYPOTHESES
a.   Conceptual Framework and Research Variables
The conceptual framework built in this section follows the mindset obtained from previous research and theoretical studies in the previous chapter.
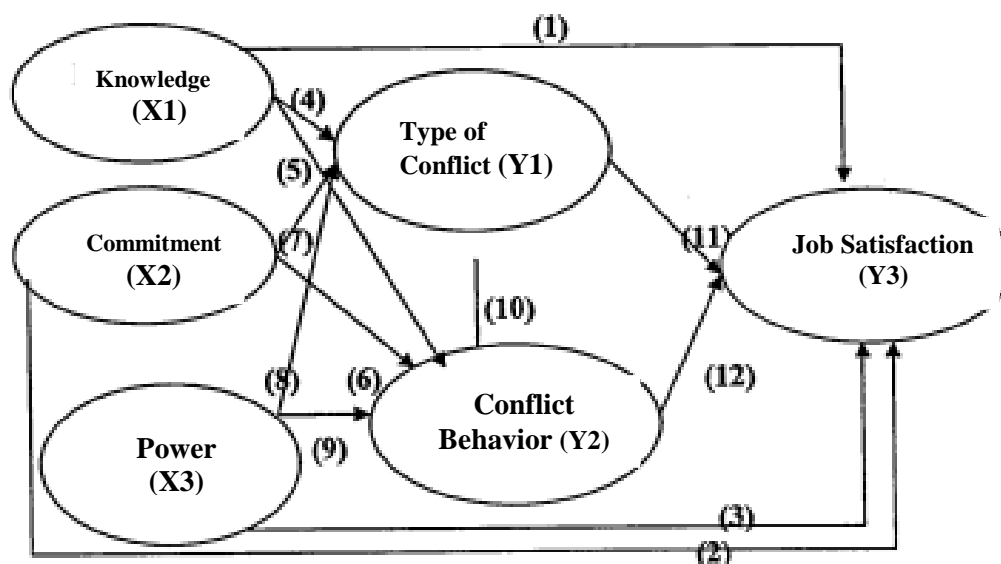
Figure 1: Research Framework Model

Description:
(1) Durst &DeSantis (1997);Bosilie&Wiele(2001);
(2) AEzaIur Rahim(2004);
(3) John D. Politis(2003);
(4) Durst &DeSantis (1997);Kevin D. Bradford et a/. (2001);
(5) Holahan& Mooney(2003);
(6) Holahan& Mooney(2003); Rahim &Psenicka(2002);
(7) Holahan& Mooney (2003); Bosilieet a/. (2001); Kevin D. Bradford et a/ (2001)
(8) AEzalurRahim(2004);Kevin D. Bradford et a/(2001)
(9) AEzalur Rahim(2004);
(10) Harowitz& Boatman (1994); Rahim &Psenicka(2002);
(11) Medina et al. (2002);
(12) Sorensen & Kaye (1999); AEzalur Rahim (2004); Harowitz& Boatman (1994); Rahim &Psenicka(2002);

The purpose of developing this model is to find out and test the types of conflict and conflict behavior variables included in the model. The benefit of developing the model is to obtain information about the results of the development that are applied to the Cross Ring Team (preparation of the District / City Government of RAPBD in East Java.

The conceptual framework in this study was built by 5 (five) endogenous variables and 1 (one) exogenous variable. The five endogenous variables are knowledge, commitment, individual power, type of conflict and conflict behavior. While the exogenous variable is individual job satisfaction of members of the District / City Government Budget Team in East Java.

Research Hypothesis
1. Effect of Knowledge, Commitment and Power on the type of Conflict
There are two sources of affective conflict, power and commitment. Teams that have different powers will give rise to personal friction than teams that have similar status between members. Based on the explanation, the hypothesis formulated is:
Hypothesis I: Knowledge has a positive effect on the type of conflict.
Hypothesis 2: Commitment has a negative effect on the type of conflict.
    Hypothesis 3: Power has a positive effect on type of conflict
2. Influence of Knowledge, Commitment and Power on Conflict Behavior
From a cultural point of view this condition is in accordance with the results of research conducted by Leung (1987) which examines conflict from a cultural perspective using the cultural dimension of Hofstede (1980).Leung's research concluded that social societies with individualistic and collective cultures have different preferences in dealing with conflict. Leung said that for individualist communities, they prefer individual decision-making procedures.In contrast to the collective community who prefer an agreement approach together who choose a compromise approach.

Hypothesis 4: Knowledge negatively influences conflict behavior

Hypothesis 5: Commitment negatively influences conflict behavior

Hypothesis 6: Power has a positive effect on conflict behavior

Hypothesis 7: Type of conflict has a positive effect on conflict behavior

Effect of Knowledge, Commitment and Power on satisfaction

Hypothesis 8: Knowledge has a positive effect on satisfaction.

Hypothesis 9: Commitment has a positive effect on satisfaction.

Hypothesis 10: Power has a negative effect on satisfaction.

In this dissertation research, researcher tries to test the conceptual framework that has been made through individual perceptions of group members on each research variable. This perception is expected to be able to describe the reality of knowledge, commitment, power, the cause of the conflict type of conflict behavior and its impact on individual satisfaction in the group.The data obtained were perception data, therefore the researcher uses a questionnaire with a Likertmeasurement scale. Because the perception data is in the form of a Likert scale, so this dissertation research approach uses a quantitative approach.

A.Population and Sampling Method
1.Population

The population in this study was the District / City Government Executive Budget Team in East Java which was later referred to as the Budget Team.The Budget Team is tasked with preparing the Regional Budget and Regional Expenditure Plan.

The East Java provincial government is divided into 38 (thirty eight) Regency / City Governments with details of 29 (twenty nine) District Governments and 9 (nine) city Governments.Based on data from the Central Bureau of Statistics in East Java Province in 2002, the highest contribution to Local Revenue to the APBD was 25.43%, namely ROW Surabaya and the lowest contribution of Local Revenue to the APBD was 3.33%, namely Sampang district.

2. Sampling Method

This dissertation research sample consists of two sample groups, namely a sample of district / city government and individual samples of members of the district / city government budget team in East Java.

B.Operational Research Framework

The research instrument used in the dissertation research is a questionnaire. Furthermore, the collected data were analyzed using statistical analysis slat namely Structural Equation Modeling. Then the data is analyzed and interpreted to be used in drawing conclusions and recommendations.

C. Variable Identification

In accordance with the conceptual framework and hypotheses put forward, this study involves variables:

1. Individual Job Satisfaction in Team
2. Knowledge
3. Commitment
4. Power
5. Type of Conflict (affective conflict & task conflict)
6. Conflict Behavior

D. Data collection technique

This study uses a questionnaire to collect data, especially related to knowledge, commitment, power, conflict type of conflict behavior and job satisfaction. Questionnaires in principle are developed from indicators of research variables. The data collection procedure is obtained by dividing the questionnaire to individual members of the Budget Team who has been determined before. Filling in the questionnaire is guided by the researcher or fieldworker**.**

Interviews are used to obtain data relating to the type of conflict, conflict behavior and job satisfaction. Data collection procedures were obtained by conducting an interview with selected respondents.

Documentation is used to obtain the number of district / city APBD and the composition of the Budget Team for each sample of selected Districts / Cities.

Data from respondents were collected using a cross sectional approach which only collected only Sam Kali. More specifically, the analysis unit of the research databases is an individual member of the Budget Team.

RESEARCH RESULT

A. Descriptive Power Variables

The power variable in this study is measured through the dimensions of legality, because power is caused

by expertise and influence due to status. For more details the description of the power variable can be seen in table 1 below.

Table 1.Proseutase of Respondents' Answers for Power Variables

Score	Legality (X32)	Expertise (X32)	Status (X33)
1	0,00	0,00	0,00
2	**5.10**	**7.40**	**7.40**
3	2.90	**46.30**	**26.50**
4	**77.90**	**36.80**	60.30
5	14.00	**9.60**	**5.90**
Total	100.0	100.0	100.0

Source: Results of Data Analysis (2005)

Based on Table 1.above then the power according to respondents based on the indicator variable power is as follows:

1.   Power based on its legality in the Team in the draft budget (X3l) is perceived to disagree as much as 5,100 disagree as much as 2,90%, agree as much as 77,90% and strongly agree as much as 14,00%

2.   Power of some members Because their expertise (X32) is perceived as disagreeing as much as 7.40%, less agree as much as 46.30%, agree as much as 36.80% and strongly agree as much as 9.60%

3.   Power based on its status (X33) is perceived as disagreeing as much as 7.40%, disagreeing as

much as 26.50%, agreeing as much as 60.30% and sanest agreeing as much as 5.90%

B.   Descriptive Variable Type of Conflict

The conflict type variable is divided into two dimensions, namely affective conflict and task conflict.The dimensions of affective conflict are measured through sub-dimensions of personality clashes, tension, feelings of discomfort and mutual harm.Whereas the dimensions of the conflict of tasks are measured through sub-dimensions of disagreement in the manner of budget preparation, differences of opinion on how to resolve, differences in objectives, differences in interests and differences in objectives.

Table 2. Percentage of Respondents' Answers to Conflict Type Variables

Skor	Personal conflict **(Y11)**	Tension (Yl2)	Feeling Uneasy **(Yl3)**	Hurt each other (Yl4)	Disagree (Yl5)	Different opinions (YI6)	Different Purpose **(Yl7)**	Different interests **(Yl8)**	Different Target (YI9)
I	6.60	0,00	0,00	**19.90**	1.50	0,00	0,00	16.20	4.40
2	8.80	**13.20**	**7.40**	**35.30**	13.20	2.90	24.30	**19.90**	17.60
3	**75.70**	65.40	77.90	**39.70**	69.10	50.70	57.40	30.90	47.80
4	8.80	20.60	**14.70**	**5.10**	1620	45.60	**17.60**	27.90	30.10
5	**0,00**	0.70	**0.00**	0.00	0.00	**0.70**	**0.70**	5.10	0.00
Total	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**

Source: Results of Data Analysis (2005)

Based on Table 2 above, the type of conflict according to respondents based on the conflict type variable indicator is as follows:

1.   Conflict of personality (YIl) is perceived to be very disagreeing as many as 6,60010, disagreeing

as many as 8,800 disagree as many as 75,700 agree as many as 8,80%.

2.   Tension (Y12) is perceived as disagreeing as many as 13.20%, less agree as many as 65.40%,

agree as many as 20.60% and strongly agree as many as 0.70%.

3. Feelings of discomfort (YI3) are perceived as disagreeing as many as 7.40%, less agree as many as 77.90%, agree as many as 77.90% and strongly agree as many as 14.70%.

4. Hurting each other (YI4) is perceived as strongly disagreeing as many as 19,900%, disagree as many as 35,30%, disagree as many as 39,70%, agree as many as 5,10% .

5. Non-approval in the completion of the budget preparation (Yl5) was perceived as strongly disagreeing as many as I, 50%, disagreeing as many as 13.20%, Newspaper agreed as many as 69.10%, agreed as many as 16.20%.

6. Differences of opinion (YI6) are perceived, disagree as much as 2.90 '/ o, disagree as many as 30.90%, agree as many as 27.90% and strongly agree as many as 5.10%.

7. The difference in goals (YI7) is perceived as disagreeing as many as 24.30%, less agrees as many as 57,400 agree as many as 17.60% and strongly agree as many as 0.70%.

8. Differences in interests (YIs) were perceived as strongly disagreeing as many as 16.20%, disagree as many as 19.90%, less agree as many as 30.90%., Agree as many as 27.90% and strongly agree as many as 5.10%

9. Target difference (YI9) is perceived as very disagreeing as many as 4.40%, disagreeing as many as 17.60%, disagreeing as many as 47,800 agree as many as 30.10%.

CONCLUSIONS AND RECOMMENDATIONS
CONCLUSIONS

1. Knowledge has an indirect effect significantly through the type of conflict on job satisfaction of members of the City District Budget Preparation Team in East Java.

2. Commitment influences indirectly through the type of conflict on job satisfaction of members of the District / City Budgeting Team in East Java.

3. Power does not have an indirect effect through the type of conflict on job satisfaction with members of the District / City Budgeting Team in East Java.

4. Knowledge does not have an indirect effect through conflict behavior on the job satisfaction of members of the Budget Preparation Team in district or city in East Java.

5. Commitment does not have an indirect effect through conflict behavior on the job

satisfaction of members of the Budgeting Team in Districts or Cities in East Java.

6. Power does not have an indirect effect through conflict behavior on the job satisfaction of members of the BudgetingTeam in District of City in East Java.

7. Conflict type does not influence indirectly through conflict behavior on job satisfaction of members of the Budgeting Team in City Districts in East Java.

SUGGESTION

1. In selecting members of the Team of Ad-Hoc RAPS , it is also necessary to look at the similarity of the stratum of team members, especially the similarity of expertise among them. Very prominent expertise from team members compared to others will tend to be used as the legitimacy of power. Because power has an effect on job satisfaction, overall it will have an effect on the results of team work, namely the results of work that is not optimal.

2. The results of this study also conclude that the type of affective conflict: the occurrence of psychological collisions among team members that negatively affect the work satisfaction of team members. If it is expected that the results of teamwork will return (due to high job satisfaction), it is necessary to prioritize the Ad-Hoc team members in the preparation of the RAPBD as carefully as possible by considering the maturity of the team members psychologically so that conflicts, tensions that promote feelings will not occur.Conflict behaviors, especially those that are controversial, have a negative effect and will be convincing towards the work satisfaction of team members. Therefore, in selecting members of the Ad-Hoc RAPS team, it should be noted that do not include people who solve problems with the confrontational way (orientation to yourself, always dominating). Even though teamwork requires compromises in order to achieve team goals. The first suggestion up to the fifth is not easy to implement unless there is a place that has the duty to manage the conflict. The only container that can be used is the "HR Development Agency" formed by the District / City Government. Although not specifically formed (can be attached to the Personnel section) but the selection work for the Ad-Hoc team should be done really.

In the future, each District / City Government employee does not only understand the Autonomy

and has technical skills related to his department, the District / City Government employees also need to be equipped with knowledge related to employee psychology (how to interact with others, how to treat fellow team members, how to make compromises. This knowledge needs to be possessed to manage conflicts that occur. Conflict must occur because of interaction, and conflict has a positive effect on work satisfaction if properly managed. Therefore, it is recommended that each district / city government needs a unit that is tasked with thinking about how to manage the conflict.

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