

The Role Of Intrapersonal Conflict As A Moderating Variable Influence Of Organizational Commitment And Attitudes Toward Implementation Of Good Governance

Arthur Simanjuntak¹, *Erlina¹, Zulkarnain², Abdhy Aulia Adnans²

¹Faculty Economic and Business, Universitas Sumatera
Utara, Medan, Indonesia

²Faculty of Psychology, Universitas
Sumatera Utara, Medan, Indonesia

as_smjt@rocketmail.com; erlina@usu.ac.id;
zulkarnain3@usu.ac.id; abdhy.aa@usu.ac.id

*Correspondence Email : erlina@usu.ac.id

Abstract:

This research aims to test and analyze the role of Intrapersonal Conflict as a moderation variable of the effect of Organizational Commitment and Attitude to The Implementation of Good Governance. Data collection conducted using questionnaires distributed to 210 respondents. This study has 2 (two) independent variables namely Organizational Commitment and Attitude. Dependent Variables: Implementation of Good Governance with Moderation Variables: Intrapersonal Conflicts. As a result, organizational commitment shown to have a positive and significant impact on Implementation of Good Governance. On the one hand, attitude does not affect Implementation of Good Governance. Conflict against people undermines the effectiveness of the organization's adherence to good governance practices (fully mediated). Intrapersonal Conflict is able to strengthen the influence (Quasi Moderation) Attitude Towards The Implementation of Good Governance. Meanwhile, Intrapersonal Conflict moderates the effect of Organizational Commitment and Attitude to Good Governance Implementation.

Keywords: Organizational Commitment, Attitudes,
Implementation of Good Governance, Cognitive Conflict.

1. INTRODUCTION

Clean government free from corruption, collusion, and nepotism, much must be done to eradicate this. This is partly demonstrated by

2009 data from Transparency International. Indonesia's Corruption Perceptions Index (CPI) remains low compared to Southeast Asian countries (2.8 out of 10) (Perpres, 2010). Good governance will lead to good governance. The Implementation of Good Governance is a call for a reform of the financial system with the aim of transparent and responsible public money management in order to achieve the well-being of the people (Safkaur, Afiah, Poulus, & Dahlan, 2019); and (Ekaningtias, 2016).

In the Public Sector, good governance encourages appropriate decision-making in efficient use of economic and social resources, and can improve resource management accountability (Mutahaba, 2012). Although research into good governance is increasing, there is still little research that analyzes good governance in an individual context, because the concept of good governance in the context of the individual has been widely presented in the context of the organization (Mohamad, Daud, & Yahya, 2014). The purpose of this study is to find out the factors that influence the implementation of good governance in the context of individuals reviewed from intrapersonal conflicts and organizational contexts that make this research more realistic and consistent with the conditions of the field of study. This approach helps researchers to identify the implementation of good governance related to the scope of the investigation (Omar Elmasry & Bakri, 2019).

The phenomena that occur are very important in rethinking the understanding of African conflict and peace (Bamidele, 2013). Amid the discussion in The African Country, the African government recognized the negative effects of corruption and good governance (Bamidele, 2013). Research (Mokgolo, Mokgolo, & Modiba, 2012) suggests that intrapersonal conflict can reduce transformative leadership behavior in organizations, which impacts productivity and government outcomes. This research is consistent with research ((Omar Elmasry & Bakri, 2019), (Van Slyke & Alexander, 2006) and (Wright & Pandey, 2010)).

An organization's commitment is one of the factors of an organization's behavior that can affect an individual's participation in anomalies in the organization (Appelbaum, Iaconi, Matousek, & Appelbaum, 2007). An Organization's Commitment is an attitude that affects the implementation of good governance and reflects the employee's commitment to the organization (Derue & Humphrey, 2011); (Piccolo et al., 2012); (Baldacchino, Caruana, Grima, & Bezzina, 2017) and (Setyaningrum, 2017). The role of Interpersonal Conflict can undermine the impact of an Organization's Commitment on Good

Governance. (Rogojan, 2009), (Carvalho & Porto, 2011) and (Aryati, Sudiro, Hadiwidjaja, & Noermijati, 2018).

Research (Sandika et al., 2019) By viewing the aspect of good governance as good governance, we develop a measure of our attitude towards good governance. Changes in the regime require changes in the attitude, structure and operational dynamics of public services to implement good governance in Nigeria (Akhakpe, 2017).

2. LITERATURE REVIEW

2.1. Implementation of Good Governance

Governance are the traditions, values and institutions in which power is exercised in a country, such as electoral procedures, accountability and change of government, respect and rights of citizens, and government capabilities. Develop strategies and carry out government activities (Kaufmann, 2010). Good Governance is a comprehensive concept that works at all levels and is ideal for addressing citizens' problems and working together to properly address their needs (Griffin, 2010). A Good Governance model that can be applied in all situations (Saich, 2014). Good Governance is defined as the process and structure that drive economic and social relationships and is associated with various characteristic or aspects such as Transparency, Accountability, Participation, Rule of Law, and Responsiveness. The public's perspective on good governance is to improve the structure of administrative services.

2.2. Organizational Commitment

Organizational Commitment creates a variety of positive attitudes and behaviors in which positive attitudes and behaviors manifest as aspects of the organisation's behavior, such as: B. Avoidance, complaints and attitudes that can harm the organization (Adnans, Danta, Ginting, & Rizal, 2020).

Organizational Commitment is the attitude and behavior towards employers' associations, defined as the relative strength and identification of people with a particular organization and their participation (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Organizational Commitment is the level at which an employee likes a particular organization and its goals and intends to maintain their membership in the organization (Lubis, 2019). Organizational Commitment is often defined individually and is related to the participation of people in the organization. Highly skilled employees are psychologically successful employees (Annisa & Zulkarnain, 2014)

who are willing to develop a positive attitude towards organizational change and work on change projects (Zulkarnain & Hadiyani, 2014). The issue of organizational commitment has attracted a great deal of research interest to find ways to increase employee intent to be involved in their work (Naiemah, 2017). The research conducted yields results and facts, including a high degree of organizational commitment, and yields positive results for the organization (Balvand, Monfared, & Farhadi, 2015). An organization's commitment is an employee's willingness to establish the goals and values of the organization in which they work and to make sacrifices for the organization. (Arumi et al., 2019).

2.3. Attitude

Attitude has an important role in social psychology because it has a relationship between people's perceptions and their behavior (Champoux, 2013). Attitudes examine all positive and unfavorable behavioral tendencies, human goals, objects, ideas, or situations (Lubis, 2019). According to (Champoux, 2013), the tendency to learn is now to respond consistently to objects properly or inappropriately. The term posture object includes all objects that lead to a person's reaction. Attitudes towards gender minorities have a negative impact on reporting more negative attitudes towards sexual minorities than towards the majority (E. Morrison, 2011) and (Adeyemo, 2020). Note that the concept of attitude is a tendency or intellect to answer or respond, not to react to oneself. Attitudes indicate the need for action that leads to action (Lubis, 2019).

2.4. Intrapersonal Conflict

Conflicts are an integral part of an organization's life and cannot be avoided (Derue & Humphrey, 2011); (Kay & Skarlicki, 2020) and recent research supporting this support (Glomb, Duffy, Bono, & Yang, 2011); (Good et al., 2016); and (Donald et al., 2019). The organization's primary concern has been shown to be antisocial behavior related to conflicts, such as internal conflicts (Liang et al., 2018). Interpersonal conflict is a conflict that exists within a person. It is bitterness, misery and confusion (Communication, 2018).

Other research suggests the cognitive conflict had positive consequences, while affective conflict has dysfunctional consequences (Amason, 2014); (Dooley & Fryxell, 1999); (Dooley, 2007); (Peterson & Behfar, 2003); (Mathieu & Schulze, 2006); (Tinsley & Brett, 2001); and (Shammugam & Marimuthu, 2018), but empirical evidence still conflicts.

3. METHOD

Research design is a data collection, measurement, and analysis model (Erlina, 2011). The research method used is a causal associative method (Sugiyono, 2016). The research used the Badan Pengelola Keuangan dan Aset Daerah (BPKAD) in North Sumatra Province, which is divided into 25 districts and 8 cities with 396 respondents. Therefore, the sample of this population should be representative (Sugiyono, 2016). The sample that was the respondent in this study had 210 samples.

Analysis data used in this study is to use a Partial Least Squares (PLS) approach. PLS is a comparison model of a component or variant-based Structural Equations Model (SEM) (Erlina, Tarigan, Mulyani, Maksum, & Muda, 2018); (Erlina & Muda, 2018) and (Astrachan, Patel, & Wanzenried, 2014). PLS is an approach or alternative that changes from a covariance-based SEM approach to a variant-based approach (Ghozali dan Latan, 2015). PLS is a powerful analytical technique often referred to as soft modeling as it eliminates the least squares regression (OLS) assumption. This is because the data should generally be multidimensional and there are no problems of multiple linearity between exogenous variables (Ghozali dan Latan, 2015); (Ja & Muda, 2016); (Muda & Dharsuky, 2015); (Yahya, Torong, & Muda, 2018); (Sadalia, Kautsar, Irawati, & Muda, 2018); (Erlina dan Muda, 2018); (Muda, Erlina, & Maksum, 2017) and (Erlina et al., 2018).

PLS-SEM analysis generally consists of two sub models i.e. measurement models or often called external models and structural models or often called internal models (Ghozali dan Latan, 2015); (Erlina & Muda, 2018); (Sari, Lubis, Maksum, & Lumbanraja, 2018); (Muda & Nurlina, 2018) (Muda, & Nurlina, 2018); (Muda & Naibaho, 2018); (Muda et al., 2017) and (Erlina et al., 2018).

The standard deviation limit is no more than 20% of the average. The standard deviation value indirectly describes how large the sample is. The greater the standard deviation value, the more sample data is scattered (varies) than the average (Muda et al., 2017); (Erlina & Muda, 2018) and (Erlina et al., 2018). Conversely if the standard deviation value is smaller then the data from all samples will be more homogeneous (almost the same). If the value is zero, then the value of all sample data is the same (completely equal or identical) to answer this questionnaire statement.

4. RESULTS AND DISCUSSION

4.1. Validity and Reliability Test

It is based on the results of feasibility and reliability tests using external models that provide an assessment of the reliability and feasibility of this study. If there is a correlation of 0.40 or more with the structure to be measured, the reflection is said to be high. Output test results for external exposure show that the correlation value of all question items in the questionnaire is 0.40 or greater for all criteria and items. Thus, you can conclude that all products meet the validity requirements. The Cronbach alpha test results show that the Cronbach alpha values of the four study variables are above 0.7. From this it can be concluded that the device meets the reliability requirements.

4.2. Structural Model

	R Square	R Square Adjusted
Implementation of Good Governance (Y)	0.847	0.839

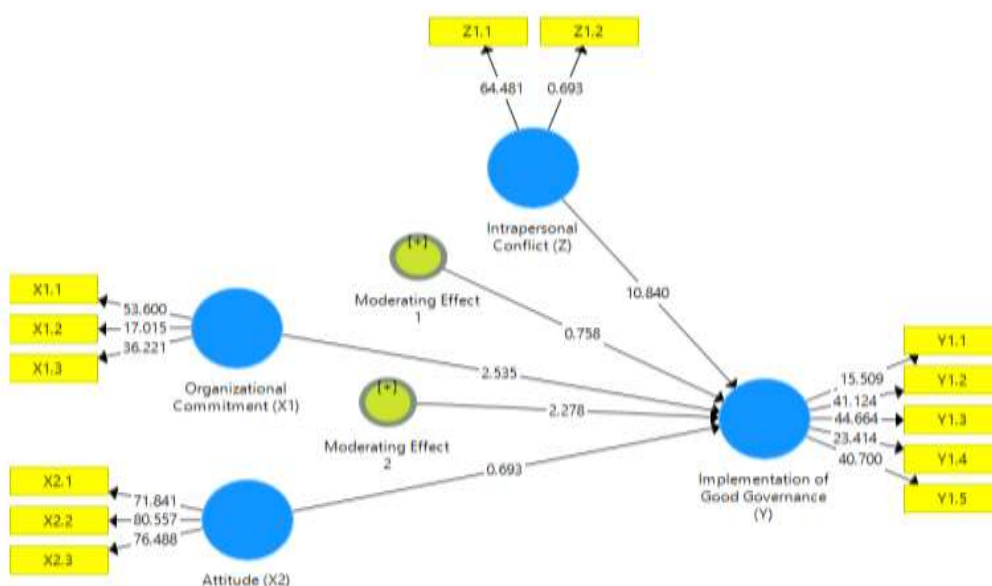
R-squared prediction result using Smart PLS. The structural model shows the relationship between study variables. Evaluating the structural model using the R-square aims to determine the value of the significance coefficient of the path parameter and the value of the dependent structure of the t – test. Evaluation of a model using PLS begins by looking at its R squared value. The high R-squared value, the better the estimate of the operating model under test (Abdillah & Jogiyanto, 2009). The R squared value for the Y variable is obtained at 0.847. These results show that 84.70% of the good governance practice variables can be affected by organizational commitment, attitude and interpersonal conflict variables.

4.3. Hypothesis Testing

Direct test results on structural models. Hypothesis tests are performed by looking at the path coefficient value indicating the parameter value and statistical test t. For statistical tests t or path coefficient values given by internal models (both sides) must be greater than 1.96. Direct model control results are as follows.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Attitude (X2) -> Implementation of Good Governance (Y)	-0.061	-0.058	0.088	0.693	0.488
Intrapersonal Conflict (Z) -> Implementation of Good Governance (Y)	0.858	0.859	0.079	10.840	0.000

Moderating Effect 1 -> Implementation of Good Governanc (Y)	-0.047	-0.056	0.063	0.758	0.449
Moderating Effect 2 -> Implementation of Good Governanc (Y)	0.194	0.200	0.085	2.278	0.023
Organizational Commitment (X1) -> Implementation of Good Governance (Y)	0.209	0.201	0.082	2.535	0.012



1. The Effect of Organizational Commitment on Implementation of Good Governance

When testing the effect of organizational commitment on good governance practice, the H₁ hypothesis is acceptable because the path factor value of organizational participation is 0.209, the T statistic is 2.535 > 1.96, and the p value is 0.012 < 0.05. Successful implementation of good governance in implementing bureaucratic reform must be supported by appropriate institutional commitments. In public sector organizations, the organization's commitment is embodied in the implementation of specific work programs. Based on the theory of expectations, a highly committed employee will be more concerned with the interests of the organization than individual interests. The research conducted by (Derue & Humphrey, 2011); (Piccolo et al., 2012); (Baldacchino et al., 2017); (Setyaningrum, 2017); (Nurcahyani, Pituringsih, & Pancawati, 2018) and (Eleonora Rumengan, Rumengan, Wibisono, & Widjanarko Otok, 2018). However, this research is different from the research conducted by (Rogojan, 2009); (Carvalho & Porto, 2011) and (Aryati et al., 2018).

2. The Effect of Attitude on Implementation of Good Governance

Testing of Attitude's effect on Good Governance Implementation showed that Attitude had insignificant influence on Implementation of Good Governance with a path coefficient value of 0.061 with a T-statistic of $0.693 < 1.96$, and a p-value of $0.488 > 0.05$, so the H_2 hypothesis was rejected. In this case attitude is not a factor that affects the Implementation of Good Governance. This research is in line with (Akhakpe, 2017); and (Mitu, 2018) which states that attitude is not a factor that affects the Implementation of Good Governance. However, this research is not in line with (Sandika et al., 2019) stated that regime change demands a change in attitude to implementation of good governance.

3. The Effect of Organizational Commitment on Implementation of Good Governance With Intrapersonal Conflict as a Moderating Variable

Testing the influence of Organizational Commitment to Good Governance Implementation with Intrapersonal Conflict as a Moderating Variable shows that Intrapersonal Conflict weakens the influence of organizational commitment to good governance implementation where the path coefficient value is -0.047 with T-statistics of $0.758 < 1.96$, and a p-value of $0.449 > 0.05$, but the path coefficient value for the variable is moderating by 0.858 with a T-statistic of $10.840 > 1.96$, and a p-value of $0.000 < 0.05$. From this explanation, Intrapersonal Conflict is a type of moderation variable that is Pure Moderation, so the H_3 hypothesis is rejected. This research is in line with (Rogojan, 2009); (Wilks, 2011) and (Aryati, Sudiro, Hadiwidjaja, & Noermijati, 2018) that Intrapersonal Conflict may weaken the influence of the Organization's Commitment to the Implementation of Good Governance.

4. The Effect of Attitude on The Implementation of Good Governance With Intrapersonal Conflict as a Moderating Variable

Testing the influence of Attitude on The Implementation of Good Governance with Intrapersonal Conflict as a Moderating Variable shows that Intrapersonal Conflict reinforces the influence of the Attitude to Good Governance Implementation where the path coefficient value is 0.194 with a T-statistic - $2.278 > 1.96$, and a p-value of $0.023 < 0.05$, and a path coefficient value for a moderating variable of 0.858 with a T-statistic of $10.840 > 1.96$, and a p-value of $0.000 < 0.05$. From this explanation Intrapersonal Conflict is a type of moderation variable that is Quasi Moderation, so the H_4 hypothesis is accepted.

5. CONCLUSIONS AND RECOMMENDATIONS

Based on the above explanation, it can be concluded that:

1. Organizational Commitment has a Significant Positive Effect on The Implementation of Good Governance.
2. Attitude has no effect on the Implementation of Good Governance.
3. Intrapersonal Conflict weakens the influence (Pure Moderation) of the Organization's Commitment to The Implementation of Good Governance.
4. Intrapersonal Conflict amplifies the influence (Quasi Moderation) attitude on the implementation of Good Governance.

The next suggestion for researchers is for intrapersonal conflict to be split between cognitive conflict and affective conflict, whichever is more influential. And it is also expected that researchers will further add other variables such as Transformational Leadership and Ethical Leadership.

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