


The Effect of Professional Orientation and Role Conflict on Managerial Performance in Maluku Polda Satker in Maluku

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Article Info	ABSTRACT
<p>Keywords: Professional Orientation, Role Conflict, Maluku.</p>	<p>The National Police of the Republic of Indonesia, hereinafter abbreviated as POLRI, is a state instrument that plays a role in maintaining public order and security, enforcing the law, and providing protection, protection and service to the community in the context of maintaining domestic security. The method of collecting primary data from respondents was carried out by survey method through distributing questionnaires given to respondents. Survey is a primary data collection method by providing written questions to respondents Respondents in this study were Budget User Authorities (KPA) who worked for the Maluku Regional Police. The research data consisted of 34 questionnaires delivered directly to the respondents who were the object of research. Of the 34 questionnaires sent, all participated in this study because the completed questionnaires were returned in full so they were feasible for analysis in this study</p>
<p>This is an open access article under the CC BY-NC license</p> 	<p>Corresponding Author: Ignasius Jaya Misa Master of HR Management, University of Pattimura, Maluku, Indonesia Jl. Ir. M. Putuhena, Poka, Kec. Tik. Ambon, Kota Ambon, Maluku jayamisa1973@gmail.com</p>

INTRODUCTION

The National Police of the Republic of Indonesia, hereinafter abbreviated as POLRI, is a state instrument that plays a role in maintaining public order and security, enforcing the law, and providing protection, protection and service to the community in the framework of maintaining domestic security. The Maluku Regional Police, which consists of 34 work units and is part of the Republic of Indonesia National Police, is motivated to improve the quality of output produced so that budget management must adhere to economic principles, be efficient, effective and accountable or be accountable according to legislation and improve the quality of human resources. produced can meet the criteria of human resources needed by the community as a public servant. Many programs have been created and carried out by the Head of the Republic of Indonesia National Police (Kapolri) as the highest leadership of the Indonesian National Police to improve the quality of output produced so that it is in accordance with the wishes of the community, namely by making improvements and improving quality in all fields. One way is to make improvements and increase the effectiveness and efficiency of management.

Based on data from the Ministry of Finance regarding the Assessment of Polri Budget Implementation Performance Indicators (IKPA) for 36 Polda from 2019 to 2021 the position of the Maluku Polda IKPA ranking can be seen:

Table 1. Data on IKPA Polda Maluku ratings for the last three years

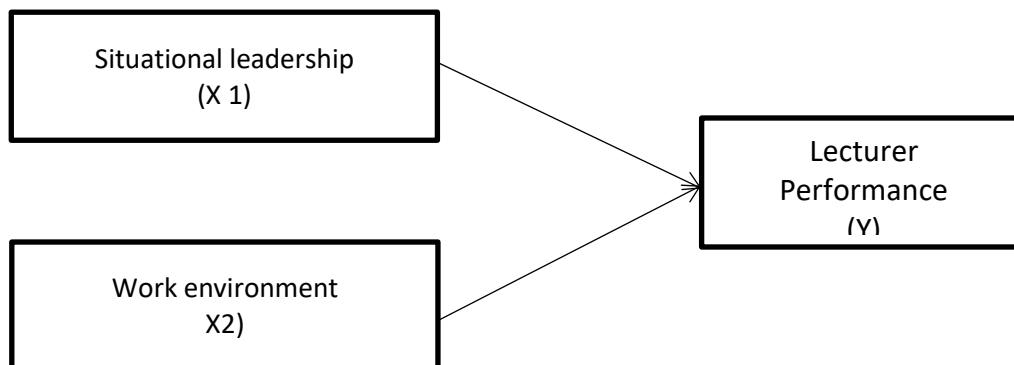
NO	YEAR	POSITION	ICPA SCORE
1	2019	33	85,48
2	2020	36	83,26
3	2021	28	87.96

Based on the data in the table above, it can be seen that the ranking of the Maluku Regional Police in the IKPA Polri ranking that occurred in 2019-2021 received a less rating from the Ministry of Finance, this was due to the lack of guidance and proper implementation of strategic budget implementation steps by activity implementers or managers

METHODS

Many previous studies have discussed the relationship between professional orientation and role conflict, which is associated with managerial performance. Ulfah Apriani (2008) examines the Analysis of the Effect of Professional Orientation on Auditor Performance, Role Conflict as an Intervening Variable. The research model or frame of mind built is contained in the figure below which explains the effect of role conflict on managerial performance and job satisfaction

Figure 1. Conceptual Framework



By referring to the phenomenon and the study of the literature on research, the hypothesis in this study can be determined as follows:

- H1: Professional Orientation has a positive effect on Managerial Performance.
- H2: Role Conflict has a negative effect on Managerial Performance.

RESULTS AND DISCUSSION

Research Concept

This study uses a survey research method where the information is collected is taken from all members of the population or group studied. While the type of research used is Empirical Study research for explain the relationship that occurs between the research variables and test hypothesis that has been formulated before (Singarimbun 2003:3).

Discussion of Research Results

The focus of this study is more focused on human resource management by analyzing the influence of Professional Orientation and Role Conflict on Managerial Performance in KPA Working Units of the Maluku Regional Police in Maluku. on the Maluku Regional Police Satker and Ranks and accompanied by a letter of introduction explaining the purpose of the research and the request for assistance

Respondents in this study were Budget User Authorities (KPA) who worked for the Maluku Regional Police. The research data consisted of 34 questionnaires delivered directly to the respondents who were the object of research. Of the 34 questionnaires sent, all participated in this study because the completed questionnaires were returned in full so they were feasible for analysis in this study. Details of the explanation of the distribution and return of the research questionnaire are explained.

Table 2. Details of Questionnaire Distribution and Return

Questionnaires delivered directly	34
Questionnaires collected	34
Number of Questionnaires that did not return	0
Questionnaires that do not meet the requirements	0
Questionnaires that can be processed	34
Response rate $34 \div 34 \times 100\% = 100\%$	

Maluku Regional Police Source 2023

Furthermore, the questionnaires that have been distributed can be seen the identity of the respondents who filled out the questionnaire. The characteristics of the respondents in this study can be seen based on gender, level of education, years of service and age as follows:

Table 3. Respondent Identification

Respondent identification		Total (Org)	Percentage (%)
Gender	Male Female	34	100
Total	41-45	1	2.94
	46 - 50	9	26,47
	51-55	10	29,41
	56-60	14	41,18
Total		34	100
Last education	D4/S1	20	58,82
	S2	14	41,18
	S3	0	0
Total		34	100
Years of service	< 20 Years	0	0
	20 - 24 Years	2	5.88

Maluku Regional Police Source 2023

Table 4. Descriptive Statistical Analysis

Criteria	Statement Score Interval
Strongly Disagree	1.00-1.80
Don't agree	1.81-2.60
Neutral	2.61-3.40
Agree	3.41-4.20
Strongly agree	4.21-5.00

The following is a description of the respondents' answers to the questionnaire given to the respondents related to improving managerial performance based on a professional orientation, so that the respondents' answers can be presented in the following table:

Table 5. Distribution of Respondents' Answers

Question	Mean Value
a. Devotion to the profession	
1 For me, being able to carry out tasks from my own ideas according to the Professional Code of Ethics is important.	4.62
2 Being able to perform tasks that will contribute to my profession is important to me	4.62
3 For me getting to the office on time is an important thing	4.59
b. Social Obligations	
4 I do activities that are beneficial to society, even though the activities are of little benefit to the organization where I work	46,4
c. independence	
5 In the near future I want to make additional activities, even though the activities I make have little contribution to the institution where I work.	4,41
d. Belief in the Profession	
6. With my profession as a KPA within the Police, I want to be respected according to the professional code of ethics.	4.59
7 I feel confident that carrying out my duties as a police officer is protected by the applicable ethical norms	4.65
Total Mean Value	4.59

Source: Data Processed 2023

Based on the mean value of the Role Conflict variable is 1.93. Based on the interpretation of the mean score for positive statements, the mean value of the Role Conflict variable is relatively low. This condition illustrates that the level of role conflict felt by KPA as Managerial in the Maluku Regional Police is low.

Table 6. Distribution of Respondents' Answers

Question	Mean Value
a. Role	
1 1. I play a dual role in working according to the orders of the leadership even though professional ethics do not require it.	1.88
2 I often do work-related things but not in the way I usually do	2,21
3 I have to violate certain rules to be able to carry out an assignment according to the leader's orders	1.94
b. Role Expectations	
4 I was asked to do a job that is not compatible with each other (as a member of the National Police and as a managerial/KPA)	46,4
c. Social Roles	
5 I do things that are acceptable to some people but disapproved of by others. where i work.	1.74
Total Mean Value	1.95

Source: Data Processed 2023

Based on table 6. the mean value of the Role Conflict variable is 1.93. Based on the interpretation of the mean score for positive statements, the mean value of the Role Conflict variable is relatively low. This condition illustrates that the level of role conflict felt by KPA as Managerial in the Maluku Regional Police is low.

Table 7. Distribution of Respondents' Answers

Question		Mean Value
Managerial Performance Variables		
a. Quality of Work (Quality)		
1	My work has met the results targeted by the Organization with the capabilities I have	4.44
2	I can complete work according to the quality standards set by the Organization	4.62
b. Working Quantity (Quantity)		
3	I am able to meet the target of achieving the budget as set by the Organization	4.56
c. Timeliness (Timelines)		
4	I finish work on time	4.59
5	I can complete the work according to the time set by the organization	4.56
d. Use of Organizational Resources (Cost effectiveness)		
6.	I am able to properly use the facilities and equipment to complete the job	4.41
7	I feel helped by the SOP (Standard Operating Procedure) to make it easier to work	4.59
e. Ability to work alone (Need for supervision)		
8	I have the ability to solve problems in my work	4.65
f. Ability to work together (Interpersonal Impact)		
9	I do things that are acceptable to some people but disapproved of by others. As a superior (KPA) I am always willing to cooperate with other members	4.56
Total Mean Value		4.56

Source: Data Processed 2023

Analysis Tool Used for each variable

Situational Leadership (X1)

This research is a quantitative research based on the study of empirical rational principles. In situational leadership research has 4 aspects, namely:

1. Directing: In the Situational Leadership Model, directing is the initial or basic level of leadership style.
2. Coaching: Coaching is aimed at followers who have developed a variety of abilities and increased commitment. Followers are not completely confident in their abilities, but they are aware of their abilities.
3. Supporting (Support): Supporters will get support. These backers are now able to do their job, but they are still inconsistent and not fully invested.
4. Delegating: the goal of delegation is to create followers who, under adequate supervision, have sufficient skill and ability to catch the ball and run it.

Work environment (X2)

The work environment is one of the most important factors for obtaining the best work results. research conducted is the use of variables with the type of quantitative research, and the tools used are questionnaires.

Work Commitment (X3)

Work Commitment has a positive and significant effect on the most important performance to obtain the best work results. research conducted is the use of variables with the type of quantitative research, and the tools used are questionnaires.

Lecturer Performance (Y)

Lecturer performance is a condition that must be understood and informed to certain parties to determine the level of achievement of organizational performance related to the vision implemented by the organization.

Interpretation of Respondents' Average Answers for Each Variable

This analysis was carried out to get a descriptive picture of the respondents' answers for each variable of this study. the researcher made five categories of scores for the respondents' answers using an interval of 0.80 which was generated through the following calculations:

$$\frac{\text{Nilai Max} - \text{Nilai Min}}{\text{Jumlah Kategori}} =$$

Based on this calculation, we get interval scores in five categories for the three variables which can be seen in table 9 as follows:

Table 8. Descriptive Statistical Analysis

Criteria	Statement Score Interval
Strongly Disagree/Ugly	1.00-1.80
Disagree/Less	1.81-2.60
Neutral/Undecided/Enough	2.61-3.40
Agree/Okay/Good	3.41-4.20
Strongly Agree/Very Good	4.21-5.00

Situational Leadership Style (X1)

The following is a description of the respondents' answers to the questionnaire given to the respondents related to improving lecturer performance.

Table 9. Distribution of Respondents' Answers

Statement	Mean Value
Situational Leadership Style Variables	
a. Telling	
1. The Study Program Leader gives clear instructions for a task to be carried out by the lecturer.	3.25
2. The Study Program Leader tells in detail how the assignment should be done	3.20
3. The Study Program Leader always gives direction to lecturers in solving work problems.	3.25
b. Selling	
1. Leader The Study Program provides opportunities for lecturers to express opinions for the development of the Study Program	3.40

2. The Study Program Leader always encourages lecturers to develop	3.24
3. The Study Program Leader has set goals that must be achieved in every job in the Study Program	3.70
c. Participating	
1. The Study Program Leader once asked for input from subordinates in the decision-making process	3.30
2. Study Program Leaders participate in solving work problems faced by lecturers	3.26
3. The Study Program Leader has involved lecturers in the study program problem solving process	3.32
Total Mean Value	3.35

Source: Data Processed 2023

Significance test can be done by comparing the value of r calculated with the value of r table for degree of freedom (df) = $n - 2$, where n is the number of samples that can be processed. In this study the magnitude of df is 32 (34-2) with $\alpha = 0.05$ obtained r table of 0.339. In the reliability test output, the Corrected Item Total Correlation column is the calculated r value for each question item.

Table 10. Validity Testing Results X1 (Professional Orientation)

Question Items	R Count	R Table	Information
Op 1	0.668	0.339	Valid
Op2	0.636	0.339	Valid
Op3	0.503	0.339	Valid
Op 4	0.543	0.339	Valid
Op 5	0.397	0.339	Valid
Op 6	0.599	0.339	Valid
Op 7	0.477	0.339	Valid

Source: Primary data processed with SPSS Version 25, 2023.

Table 4.7. shows that all empirical indicators are used to measure the Professional Orientation (OP) variable yields r count > r table, this means all the question items on the Professional Orientation variable (OP) is valid

Table 11. Validity Testing Results X2 (Role Conflict)

Question Items	R Count	R Table	Information
Op 1	0.668	0.339	Valid
Op2	0.636	0.339	Valid
Op3	0.503	0.339	Valid
Op 4	0.543	0.339	Valid
Op 5	0.397	0.339	Valid
Op 6	0.599	0.339	Valid
Op 7	0.477	0.339	Valid

Source: Primary data processed with SPSS Version 25, 2023

Table 11. shows that all empirical indicators used to measure the Role Conflict (KP) variable produce r count > r table, this means that all questions of the Role Conflict (KP) variable are valid.

Validity Test of Managerial Performance Variables

Table 12. Validity Test Results Y (Managerial Performance)

Question Items	R Count	R Table	Information
KM 1	0.443	0.339	Valid
KM 2	0.611	0.339	Valid
KM 3	0.437	0.339	Valid
KM 4	0.534	0.339	Valid
KM 5	0.449	0.339	Valid
KM 6	0.577	0.339	Valid
KM 7	0.477	0.339	Valid

Source: Primary data processed with SPSS Version 25, 2023.

Table 12 shows that all empirical indicators are used Based on table 4.6 the mean value of the Situational Leadership Style variable is 3.35. From the basis of the interpretation of the mean score for positive statements, the mean value of the Situational Leadership Style variable is fairly good. For the Leadership Style variable with the lowest mean value in question item no. 2., the Telling indicator "The Study Program Leader tells in detail how the task should be done" with a mean value of (3.20). For the Leadership Style variable with the highest mean value in question item no 3., the Selling indicator "The Study Program Leader has set goals that must be achieved in each job in the Study Program" with a mean value of (3.70). setting the lecturer's work objectives neatly and clearly in accordance with the lecturer's work SPO. So thus

Reliability Test

The reliability test is used to measure a questionnaire which is an indicator of the variable. A questionnaire is said to be reliable or reliable if one's answers to statements are consistent or stable from time to time (Imam Ghozali, 2001).

Table 13. Reliability Test Results

Variable	Cronbach Alpha	Minimum Alpha	Alpha Description
Professional Orientation (OP)	0.608	0.6	reliable
Role Conflict (KP)	0.618	0.6	reliable
Managerial Performance (KM)	0.602	0.6	reliable
Managerial Performance (KM)	0.602	0.6	reliable

Source: Primary data processed with SPSS Version 25, 2023

CONCLUSION

Based on the results of data analysis, hypothesis testing and discussion that has been presented in the previous chapter, the authors draw several conclusions from the analysis is partially the Professional Orientation variable has a positive and significant effect on Managerial Performance variables in the Maluku Regional Police Working Unit. Partially the Role Conflict variable has a negative and significant effect on Variable Managerial Performance at the Maluku Police Working Unit.

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