

# The Influence of Transformational Leadership, Role of Conflict and Job Skill Mismatch on Employee in PT Tambi Wonosobo

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## ABSTRACT

This study aims to determine the effect of transformational leadership, role of conflict, and job skill mismatch on job satisfaction at PT Tambi in Wonosobo. This study uses quantitative research. In this study, data were collected through questionnaires. The number of employees at PT Tambi Wonosobo is 700 people and the sample taken was 72 people. The results of the study at PT Tambi Wonosobo showed that transformational and job skill mismatch had a positive and substantial effect, while the role of conflict had a negative and significant effect on job satisfaction. increasing strong business confidence and flexible policies.

**Keywords:** Transformational Leadership, Role of Conflict, Job Skill Mismatch, Job Satisfaction

## INTRODUCTION

One company's most valuable asset is its human capital, which is frequently seen as a crucial component in accomplishing organizational objectives. Employees that perform at their best are essential to businesses in order to successfully accomplish organizational goals. Employee satisfaction in the company is one element that has a significant impact on raising employee performance.

An organization's desire to achieve high productivity and retain a stable and sustainable staff, as well as the mental health of its employees, can all have an impact on job satisfaction. According (Muklis et al., 2022), job satisfaction is an expression of the level of happiness or emotion felt by the workforce when they do a job in work situations and condition. Because job satisfaction can influence employees performance and have an effect on a firm, it is a significant aspect in the workplace. A number of factors, including the workplace, pay, coworkers, leadership style, and the function that each individual plays on the job, can affect how satisfied an employee is with their employment. Strategies to boost job satisfaction include ensuring wage payments are transparent, matching work to personal interests, and offering task variety to prevent boredom at work (Almaida & Purnomo, 2021). based on the results of reports and observations during my internship at the company, there is a phenomenon that occurs at PT Tambi Wonosobo, where the low level of job satisfaction of employees shows that there are employees who still have not received attention in the promotion process for approximately 3 to 4 years from the human

resource manager, while the employees's performance is classified as good and increasing. Then, there is an overabundance of work and a shortage of personel, which leads to role of conflict and job skill mismatch. In these situations, an employee receives an order from his departement head to perform a task that is outside of his area of expertise. Because they must perform a variety of jobs at work and are unable to handle the workload due to a lack of skills and talents, these circumstances may make employees detest their departement leaders. Because of this, they may experience stress when handling it, which may affect their performance and make them less effective, effecient, and satisfied with their jobs.

Based on the explanation above regarding the importance of human resources in an organisation, such as PT Tambi Wonosobo. To increase job satisfaction, it is necessary to pay attention to several factors, such as transformational leadership, role of conflict, and job skill mismatch. PT Tambi Wonosobo really needs these factors for the organisation to grow.

Transformational leadership is a leadership style that focuses on the ability to direct, motivate, provide opportunities to develop skills and involve employees in decision making. Leaders who can innovate to make strategic changes in a positive way are the characteristics of transformational leadership (Puspitaria & Hendarsjah, 2022).

According to (Bulan, 2022), there are various conditions that exist in an organisation, one of which is role of conflict which can arise from various aspects, including the incompatibility of individual values with organisational values, work norms and non-work norms that influence each other. Role of conflict that describe two roles performed by a person in carrying put a task that should have been done, so that employees find it difficult to balance their two roles, both as members of the organisation who must comply with bureaucracy or the division of organisational tasks (Arnanda Hidayat, 2021). This situation can occur duet o two conflicting order sat the same time, which can cause discomfort at work and potentially reduce performance (Pratiwi et al., 2022).

Job skill mismatch refers to a situation where employees have skills and abilities that are not in accordance with the work assigned by their department leaders, with these circumstances can affect employee psychology. Job skill mismatch is a situation that arises where there are several factors, including not in line with educational background, education level, and relationships with colleagues (Heriyanto et al., 2023).

Based on the findings of several previous studies, including (Sulistyawati et al., 2022) that transformational leadership has a positive effect on job satisfaction, meanwhile research (Job et al., 2021) states that role of conflict has a significant effect on job satisfaction, and research (Marcheline & Adiati, 2023) job skill mismatch has a significant effect on job satisfaction.

## RESEARCH METHODS

To achieve an organisational goal, a more mature effort is needed to manage the organisation based on a conceptual background and has been implemented previously. In terms of managerial management of the organisation, it cannot be separated from a good transformational leadership style. Research conducted (Sulistiyawati et al., 2022) shows that the attitude of transformational leadership can have a significant influence on its employees, where a leader can motivate and involve his employees in realising the vision and mission of the organisation or company and can also provide comfort to his employees.

According to (Qarismail & Prayekti, 2020) shows that transformational leadership style has a significant effect on job satisfaction and is supported by (Rismayadi, 2022) which shows that transformational leadership has a significant effect on satisfaction.

H1: Transformational leadership has a positive and significant effect on job satisfaction.

Conflict arises because there are differences between people's interest, values, goals and limited resources. All of these factors can trigger role of conflict which results in damage to employee relationships and organizational integrity.

According to (Annisa, 2022) shows that role of conflict has no effect on job satisfaction and is supported by (Rashida, 2021) which shows that role conflict has no significant effect on job satisfaction.

H2: Role of conflict has a negative and significant effect on job satisfaction

Job skill mismatch is a situation where there is an imbalance between the skills that exist in a person and the skills needed in the job at hand. So that this can make individuals feel depressed by the situation that occurs and cause job satisfaction to decrease.

According to (Heriyanto et al., 2023) job mismatch has no effect on job satisfaction and is supported by research (Kim & Choi, 2018) showing that mismatch has a negative and significant effect on job satisfaction.

H3: Job skill mismatch has a negative and significant effect on job satisfaction

When there is a transformational leader who can increase motivation, well-being, and involve employees in making decisions, it can create a positive work environment. Then role of conflict can occur in every company. Both in the form of role vagueness and conflicting demand, this can make employees feel stressed at work. And negatively affect the level of job satisfaction of employees. Role of conflict also results in employee job skill mismatch. Where employees feel unsuitable between the skills they have and the demands given by the leader. So that this can negatively affect the level of job satisfaction.

H4: Transformational leadership, role of conflict and job skill mismatch have significant effect on job satisfaction.

## RESEARCH METHODS

In this study took a population of 72 permanent employees of PT Tambi Wonosobo. The sample used was 72 employees, in this study in sampling using nonprobability sampling techniques where in determining the sample using saturated sampling, so that the sample to be used is the entire population in this study. The indikator in this study adopt from (Sánchez-Rosas et al., 2023) transformational leadership, (Rashida, 2021) role of conflict, (Kim & Choi, 2018) job skill mismatch, and (Okolocha et al., 2021).

The sampling method that was employed was nonprobability sampling. This research uses quantitative methods. For data analysis, regression analysis was used.

## RESULTS AND DISCUSSION

### Instrument Test

Table 1. Instrument Test Results

TL (X1)	r-hitung	ROC (X2)	r-hitung	JSM (X3)	r-hitung	JS (Y)	r-hitung
X1.1	0,631	X2.1	0,810	X3.1	0,261	Y1	0,751
X1.2	0,720	X2.2	0,815	X3.2	0,378	Y2	0,593
X1.3	0,759	X2.3	0,804	X3.3	0,440	Y3	0,740
X1.4	0,683	X2.4	0,892	X3.4	0,386	Y4	0,752
X1.5	0,699	X2.5	0,895	X4.5	0,432	Y5	0,762
X1.6	0,525	X2.6	0,797			Y6	0,670
X1.7	0,630					Y7	0,703
X1.8	0,737					Y8	0,584
						Y9	0,646
Cronbach's Alpha Std.	0,894		0,946		0,626		0,909

(Source: Primary data analysed , 2024)

TL= Transformational Leadership, ROC= Role of Conflict, JSM= Job Skill Mismatch, JS= Job Satisfaction

Table 1 presents the findings of the validity test, the corrected item-total correlation value > from r-table (0.2319) or declared valid. Cronbach's alpha value based on std. Sig (2-failed) > 0.60 or declared reliable.

### Classical Assumption Test

Table 2. Classical Assumption Test

Ind.	Dep.	Multi.		Glej. Test	Kol-Smir Test
		Tol.	VIF	Sig.	Asymp. Sig.
TL	JS	0,582	1,720	0,546	0,018
ROC		0,882	1,134	0,526	
JSM		0,530	1,885	0,485	

(Source: Primary data analysed , 2024)

TL= Transformational Leadership, ROC= Role of Conflict, JSM= Job Skill Mismatch, JS= Job Satisfaction

From the classical assumption test results in Table 2 above, it can be concluded that there is No. multicollinearity in the regression model equation, because the tolerance value is more than 0,10 and VIF is below 10. Meanwhile, the regression model equation does not occur heteroscedasticity (Glejser test, p more than 0,05), and normality is fulfilled with a normal distribution (Kolmogorov-Smirnov). The regression model equation then likewise does not exhibit heteroscedasticity (Glejser test, p more than 0,05) also normality is also fulfilled with normal distribution (Kolmogorov-Smirnov test, asymp.sig. more than 0,05).

### Linier Regression Test

Table 3. Linier Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1,008	3,262		,309	,758
	Transformational Leadership	,632	,120	,483	5,278	,000
	Role of Conflict	-,117	,064	-,136	-1,830	,072
	Job Skill Mismatch	,860	,187	,440	4,590	,000

a. Dependent Variable: Job Satisfaction  
(Source: Primary data analysed , 2024)

Based on Table 3 above, the significance value of the transformational leadership variable and job skill mismatch is 0,000 which means that these two variables have a notable impact on job satisfaction. While the significance value of the role of conflict variable is 0,072 so that this variable has No. effect on job satisfaction. Therefore, the formula for the linear regression equation in this research is;  $Y = 1,008 + 0,632 X_1 + (-0,117) X_2 + 0,860 X_3$ .

### Hypothesis Testing

Table 4. Hypothesis Testing

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1,008	3,262		,309	,758
	Transformational Leadership	,632	,120	,483	5,278	,000
	Role of Conflict	-,117	,064	-,136	-1,830	,072
	Job Skill Mismatch	,860	,187	,440	4,590	,000

a. Dependent Variable: Job Satisfaction  
(Source: Primary data analysed , 2024)

Based on Table 4, it can be concluded that:

- a) The effect of transformational leadership on job satisfaction

Transformational leadership has an effect on job satisfaction. The hypothesis results in the table above show that the t value is  $5,278 > t$  table  $1,995$ . While based on the calculation of the sig value is known to be  $0,000 < 0,05$ . Thus, it can be said that hypothesis 1 claims that transformational leadership is proven to have a positive effect on job satisfaction (H1 is accepted).

- b) The effect of role of conflict on job satisfaction

Role of conflict has No. influence on job satisfaction. The results of the hypothesis test show that the t value is  $-1,830$ . So the results of the hypothesis above show that the t value is  $-1,830 < t$  table  $1,995$ . Meanwhile, according to the sig value's computation, it is known that  $0,072 > 0,05$ , the conclusion drawn from hypothesis 2 is that role of conflict is proven to have no positive effect on job satisfaction (H2 is rejected).

- c) The effect of job skill mismatch on job satisfaction

Job skill mismatch has an influence on job satisfaction. The results of the hypothesis test show that the t value is  $4,590$ . Therefore, the hypothesis results show that the t value is  $4,590 > t$  table  $1,995$ . While based on the calculation of the sig value, it is known that  $0,000 < 0,05$ , consequently, hypothesis 3 asserts that job skill mismatch is proven to have a positive effect on job satisfaction (H3 is accepted).

## F Test

Table 5. F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1531,079	3	510,360	45,813	,000 <sup>b</sup>
	Residual	757,532	68	11,140		
	Total	2288,611	71			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Skill Mismatch, Role of Conflict, Transformational Leadership

(Source: Primary data analysed , 2024)

From Table 5 above, a significant level of  $0,00 < 0,05$  is obtained, it is known that the results of the F Test show that the calculated F value is  $45,813 > F$  table  $2,50$ . So it can be concluded that transformational leadership, role of conflict, and job skill mismatch on job satisfaction have a simultaneous effect, so hypothesis 4 is accepted.

## Determination Test ( $R^2$ )

Table 6. Determination Test( $R^2$ )

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates
1	,818a	,669	,654	3,33769

a. Predictors: (Constant), JSM, ROC, TL

b. Dependent Variable: Job Satisfaction

(Source: Primary data analysed , 2024)

Table 6 shows that the Adjusted R Square value is 0,669 or 66,9%. Based on this data, we may deduce that the independent variable has an impact on the dependent variable by 66,9%, the rest (100% - 66,9% = 33,1%) is influenced by other variables not examined in this research.

From the advantages of this research, leaders who are very inspiring and supportive can encourage employees to maximise their potential, develop skills, creativity and innovate so as to increase employee job satisfaction. And then, this study helps identify stressors in work that arise from conflict, which helps organization resolve conflict more effectively. This research suggests that matching employees skill with job requirements is essential to prevent job dissatisfaction. Therefore, organisations can concentrate on training and skills development to make employees feel more competent and satisfied with their jobs.

## CONCLUSIONS

According to data evaluation and research that has been analyzed regarding transformational leadership and job skill mismatch has a positive and significant effect on job satisfaction, while the role of conflict has No. effect and is significant to job satisfaction. In this study using valid theories that transformational leadership, role of conflict, and job skill mismatch play an important role in employee job satisfaction. It is anticipated that this research will yield a reference and improvement for PT Tambi Wonosobo to raise employee satisfaction, so as to achieve the vision and mission of the organisation.

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