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PATH ANALYSIS APPLICATIONS FOR ROLE CONFLICT AND FINANCIAL COMPENSATION ON EMOTIONAL EXHAUST AND JOB SATISFACTION REGIONAL RESEARCH AND DEVELOPMENT PLANNING AGENCY

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Abstract

This study aims to see the effect of 1) The effect of role conflict on the emotional exhaustion of Bappeda Sijunjung employees. 2) The effect of financial compensation on the emotional exhaustion of Bappeda Sijunjung employees. 3) The effect of emotional exhaustion on job satisfaction of Bappeda Sijunjung employees. 4) The influence of role conflict on job satisfaction of Bappeda Sijunjung employees. 5) The effect of financial compensation on job satisfaction of Bappeda Sijunjung employees. 6) Effect of role conflict on job satisfaction of Bappeda Sijunjung employees with emotional exhaustion as an intervening variable. 7) The effect of financial compensation on job satisfaction of Bappeda Sijunjung employees with emotional exhaustion as an intervening variable. This type of research uses a quantitative approach to the method of analysis with the Partial Least Square (PLS) approach. Data collection techniques with questionnaires, observation and interviews. Respondents in this study were 59 employees at Bappeda Sijunjung Regency. The sampling method uses the total sampling method where the entire population in this study is used as the research sample. Hypothesis testing is calculated using the SmartPLS version 3 program. The results of this study indicate that role conflict and financial compensation have a significant effect on emotional exhaustion Sijunjung Regency Bappeda employee. Besides that, role conflict, financial compensation and emotional exhaustion also have a significant effect on job satisfaction of Bappeda Sijunjung employees.

Keywords : Job Satisfaction, Emotional Exhaustion, Role Conflict, Financial Compensation

Introduction

Job satisfaction is associated with increased productivity and organizational commitment; lower absenteeism and turnover; and finally, with increased organizational effectiveness (Weichmeier, Sally & Abhy, 2019). Lack of job satisfaction has been found to

lead to lethargy and reduced organizational commitment. Lack of job satisfaction has emerged as a predictor of leaving a job.

The Regional Research and Development Planning Agency (Bappeda) of Sijunjung Regency is one of the Regional Apparatus Organizations which has the main task of carrying out the task of carrying out the preparation and implementation of regional policies in the field of Regional Development Planning. While the function of Bappeda including the formulation of planning technical policies; Coordinating the preparation of planning and control, implementation of deliberations on regional development planning, regional development and others.

To carry out these tasks and functions, the Sijunjung District Development Planning Agency must be able to create employee job satisfaction so that employees are able and willing to improve their work processes. To determine whether there is a problem of job satisfaction in the Sijunjung Regency Bappeda, the authors interviewed 20 Sijunjung Regency Bappeda employees. The results of this interview can be seen in Table 1.

Table 1
Initial Survey of Employee Job Satisfaction
Bappeda of Sijunjung Regency

No	Statement	Agree (%)	Don't agree (%)
1	I am satisfied with the work entrusted to me	30	70
2	I am satisfied with the payroll system that I received from the agency	35	65
3	I am satisfied with the promotion opportunities that exist within the agency	45	55
4	I am satisfied with the support between colleagues	40	60
Average		37.5	62.5

Source: Preliminary Survey Results for 2022

Based on table 1, it can be seen from the results of the initial survey that the researchers conducted, on average employees disagreed with the answers to the questions posed by researchers by 62.5% and those who answered agreed were very low on average 37.5%. It can be seen that the job satisfaction of employees in the 20 respondents who were interviewed by the initial survey had problems. If seen in detail based on the statement that "I feel satisfied with the work entrusted to me" stated 70% did not agree. "I am satisfied with the payroll system that I received from the agency" said they did not agree as much as 65%. "I am satisfied with the promotion opportunities that exist within the agency" disagree 55% and "I am satisfied with the support between colleagues" disagree 60%.

The number of employees who answered disagreed indicated that there was a problem related to the low job satisfaction of Bappeda Sijunjung employees. If this is allowed, it will certainly have an impact on the achievement of the vision and mission of the organization. Failure to achieve the vision and mission makes the organization distrusted by the community or stakeholders.

There are several factors that determine employee job satisfaction. These factors include role conflict, financial compensation and emotional exhaustion. Conflict within an organization or within a company can occur in various forms, which include intra-individual, between individuals, between groups or between organizations. Dealing with people who have different views, often causes friction, resentment, and so on (Al Fajar, 2018). Conflict is a

struggle between conflicting needs, desires, ideas, interests or parties, as a result of differences in goals, values, thoughts, feelings and behavior. Here the conflict that occurs in the organization is a process of interaction between members in the organization which is more contradictory because of a difference or disagreement (Sedarmayanti, 2019).

Handling a conflict that occurs in an organization or in a company that is not fixed and wise will result in an uncomfortable working atmosphere. It doesn't just stop at the situation there, but can also continue to become a burden and work satisfaction for the employees themselves. The ability of employees in dealing with conflict will certainly not be the same. This will be very dangerous for employees who have relatively low resistance to problems, because this will be fatal for an organization and for the company itself.

In previous research conducted by several researchers including (Dwipa, 2016; Farooqi, 2019; Muis, MR, Nasution, MI, Azhar, ME, & Radiman, 2018) suggests the results of research in the form of financial compensation have a positive and significant influence not only on job satisfaction and employee performance but also affect other variables such as emotional exhaustion. In contrast to the results of research conducted by (Liftyawan, KS, Hadi, FS, & Agustina, 2020) which suggests the results of research in the form of financial compensation has no positive effect and does not have a significant effect on emotional exhaustion and employee job satisfaction.

According to (Casio, 2017) explained that emotional exhaustion can be caused by the individual's own work, co-workers and superiors, conflicts in the household and society. Emotional burnout can also occur in individuals who do work with little or no motivation. Individuals who are forced to work because they don't like it, are driven by needs and are under pressure will quickly become tired, so seeing a large number of jobs will cause fatigue even before working as factory workers. (Casio, 2017) who conducted research on convection factory workers found that mental conflicts consisting of role conflicts, and excessive workload can affect the emotional fatigue experienced by factory workers. In addition to mental conflicts, an organizational environment that is not conducive can affect the emotional exhaustion that arises in employees. Here's a preliminary survey on emotional exhaustion:

Table 2
Preliminary Survey Regarding Employee Emotional Burnout
Bappeda of Sijunjung Regency

No	Statement Material	Agree (%)	Don't agree (%)
1	Lots of work makes me sleep deprived	70	30
2	Lots of work makes it easy for me to forget	60	40
3	Work routine often makes me feel bored	70	30
4	I often feel tense facing work	80	20
5	Delayed jobs create I'm pounding	75	25

Source: Initial Survey Year 2022

In table 2 it can be seen that many Bappeda employees of the Sijunjung Regency agreed with the statements submitted. In statement 1 "The amount of work makes me sleep less" Respondents answered that 70% agreed, while only 30% disagreed. Statement 4 "I often feel tense facing work" answered agree as much as 80% by respondents while those who answered agreed only 20%. Likewise with the last statement "Delayed jobs create I am pounding" 75% answered agree while 25% answered disagree. The results of this survey show that there has been emotional exhaustion of the Sijunjung Regency Bappeda employees. Of course, this

condition must be a concern of the institution so as not to interfere with the achievement of the institution's vision and mission

Some of the things that are still a problem, there are possible things that are still not paid enough attention or are not fulfilled to achieve maximum job satisfaction. Thus, there is a need for a solution to achieve the level of satisfaction of Sijunjung District Bappeda staff. Based on previous research and phenomena that occur in the field, the authors are interested in conducting research with the title "**Path Analysis Application For Role Conflict and Financial Compensation Against Emotional Exhaustion and Job Satisfaction Employees of the Regional Research and Development Planning Agency of Bappeda Sijunjung Regency**".

Research methods

The population in this study are namely all employees Bappeda of Sijunjung Regency 59 people.

The research sample is part of the selected population and represents that population Muri, (2015). Meanwhile according to Sugiyono, (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be applicable to the population.

The technique in taking this sample uses a total sampling technique (overall sample), total sampling is a sampling technique where the number of samples is equal to the population (Sugiyono, 2021). The reason for taking total sampling is because according to Sugiyono (2021) the total population is less than 100, the entire population is used as a research sample.

The data analysis technique used in this study is the structural equation model or commonly called the Structural Equation Modeling (SEM). According to Ghazali (2017) SEM is a combination of two separate statistical methods, namely factor analysis developed in psychology and psychometrics and simultaneous equation modeling developed in econometrics. Further according Hair et al., (2018) SEM is a multivariate analysis that can be used to describe the simultaneous linear relationship between observational variables (indicators) and variables that cannot be measured directly or indirectly (latent variables).

Research result

Research Instrument Testing

Validity test

Average Variance Extracted (AVE) and Outer Loading values are used to test convergent validity. According to Hair et al. (2017) all items are considered valid if the AVE and outer loading values are respectively greater than the minimum criteria of 0.5 and 0.7 and there is no loading of items from other constructs that have a higher load than they should be measured.

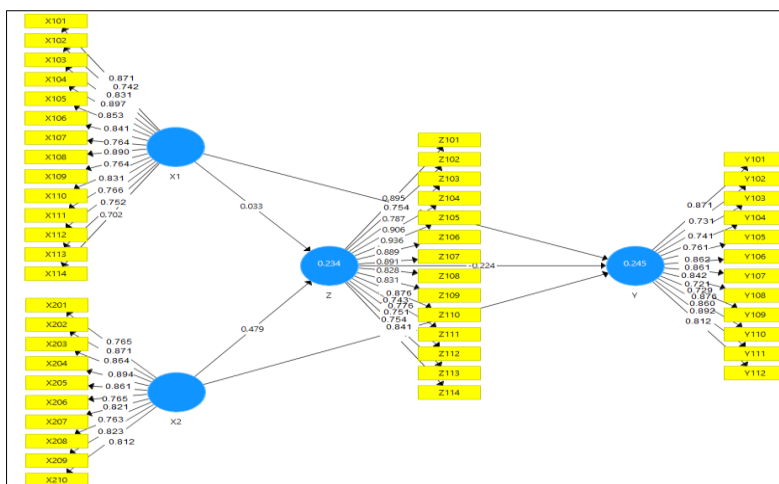


Figure 1 OuterModel

Source: Primary data processing results (2023)

As noted from the initial measurement model in Figure 1 above, the indicators meet the established convergent validity criteria. For more details, the results of the initial convergent validity measurement model for AVE are shown in table 3 below.

Table 3
AVE Value Testing

No	Variable	AVE	Information
1	Role conflict	0.815	Valid
2	Financial compensation	0.756	Valid
3	Job satisfaction	0.847	Valid
4	Emotional exhaustion	0.892	Valid

Source: Primary data processing results (2023)

As recommended by Hair et al. (2017), the AVE value for all items must be greater than 0.5 to be considered valid. Table 3 shows that all variables have an AVE value greater than 0.5. Then check the outer loading value of each indicator and those that do not meet the outer loading criteria are eliminated. The results of the initial measurement model for convergent validity for outer loading are shown in Table 4 below

Table 4
Outer Loading Test

	Role conflict	Financial Compensation	Job satisfaction	Emotional Burnout
X101	0.781			
X102	0.742			
X103	0.831			
X104	0.897			
X105	0.853			
X106	0.841			
X107	0.764			
X108	0.890			
X109	0.764			
X110	0.831			
X111	0.766			
X112	0.804			
X113	0.752			
X114	0.702			

X201		0.765		
X202		0.871		
X203		0.864		
X204		0.894		
X205		0.861		
X206		0.765		
X207		0.821		
X208		0.763		
X209		0.823		
X210		0.812		
Y101			0.871	
Y102			0.731	
Y103			0.741	
Y104			0.761	
Y105			0.862	
Y106			0.861	
Y107			0.842	
Y108			0.721	
Y109			0.729	
Y110			0.876	
Y111			0.860	
Y112			0.812	
Z101				0.895
Z102				0.823
Z103				0.787
Z104				0.906
Z105				0.936
Z106				0.889
Z107				0.891
Z108				0.828
Z109				0.831
Z110				0.876
Z111				0.743
Z112				0.776
Z113				0.751
Z114				0.841

Source: Primary data processing results (2023)

Table 4 shows the results of the outer loading test which shows that all usage indicators have the same large value as the acceptable minimum outer loading criterion, which is 0.70

Discriminant Test

The next step after conducting a convergent validity test is to conduct a discriminant validity test. In this discriminant test performed on the Heterotrait-Monotrait Ratio (HTMT) was performed for discriminant validity.

Table 5
Heterotrait-Monotrait Ratio (HTMT)

	Role conflict (X1)	Financial Compensation (X2)	Job satisfaction (Y)	Emotional Burnout (Z)
X1				

X2	0.446			
Y	0.376	0.363		
Z	0.259	0.476	0.343	

Source: Primary data processing results (2023)

As recommended by Hair et al. (2017), for the formation of a discriminant validity model, the HTMT ratio must be less than 0.85. As noted in Table 5, it can be seen that some of the HTMT ratios for all variables are lower than the threshold of 0.85. Based on the tests that have been carried out, the HTMT ratio meets the discriminant validity requirements and is considered valid.

Composite Reliability

After evaluating the loading factor, the next step is to look at Cronbach's alpha and composite reliability. According to (Haryono, 2017) composite reliability scores are better in measuring internal consistency compared to cronbach's alpha in SEM because composite reliability does not assume the same weight of each indicator. It's different with cronbach's alpha which tends to estimate lower construct reliability than composite reliability. The value of composite reliability is acceptable if the value is above 0.7.

Table 6

Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
Role conflict (X1)	0.790	0.872
Financial compensation (X2)	0.871	0.830
Job satisfaction (Y)	0.834	0.863
Emotional exhaustion (Z)	0.875	0.875

Source: Primary data processing results (2023)

The value of Cronbach's alpha as presented in Table 6, for all variables meets the criteria greater than 0.7. Cronbach's alpha provides an estimate of reliability based on the intercorrelation of indicators. As listed in Table 6 above, the composite reliability for all items is more than 0.7 or meets the criteria. Therefore, it can be concluded that all variables are thus considered reliable or have good reliability for measuring constructs

Inner Model Test (Structural Model)

The structural model test was carried out by including all indicators that passed the validity and reliability tests. The structural model test shows the relationship between latent variables and other latent variables. Evaluation of the structural model is carried out by a bootstrapping process which will produce a coefficient of determination (R²). The results of data processing for the structural model test are explained as follows:

Coefficient of determination (R²)

R-Square is used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect. In general, the R² values are 0.75, 0.50 and 0.25 which are interpreted as strong, moderate and weak (Hair, 2006). The results of the coefficient of determination R² from the model can be seen in table 7 below:

Table 7

R Square (R²)

	R Square	R Square Adjusted
Job satisfaction (Y)	0.245	0.204
Emotional exhaustion (Z)	0.234	0.207

Source: Primary data processing results (2023)

As shown in Table 7 above, the value of R Square (R²) Job satisfaction (Y) is 0.245 and Emotional exhaustion (Z) is 0.234. A value of 0.245 means that the variable Job satisfaction (Y) can be explained by the variables of role conflict, financial compensation and emotional exhaustion of 24.5% and the remaining 75.5% is expressed by other variables outside the research model. Furthermore, the value of 0.234 means that the variable emotional exhaustion (Z) can be explained by the variables of role conflict, financial compensation and job satisfaction (Y) of 23.4% and the remaining 76.6% is expressed by other variables outside the research model. According to Hair et al. (2017) the value of R Square (R²) Job satisfaction (Y) is greater than 0.245, this indicates that the model is moderate, and the value of R Square (R²) Emotional exhaustion (Z) is greater than 0.234,

F Square Test (F²)

The next step is to test the F Square (F²) model to test how the independent variables are able to affect the dependent variable. The criteria for the effect size F Square (F²) are as follows: a value of 0.02 – 0.15 is classified as a weak effect, 0.15 – 0.35 is classified as a moderate effect and > 0.35 is classified as a strong effect (Hair et al., 2017) . The results for F Square (F²) are shown in the Table below.

Table 8
 F Square (F²)

	Role conflict (X1)	Financial Compensation (X2)	Job satisfaction (Y)	Emotional Burnout (Z)
X1			0.251	0.201
X2			0.070	0.295
Y				
Z			0.051	

Source: Primary data processing results (2023)

As shown in Table 8 above, the F Square value where the relationship between the role conflict variable and the job satisfaction variable has a value of 0.251, meaning that role conflict shows a weak influence on the job satisfaction variable. Furthermore, the financial compensation variable in the job satisfaction variable has a value of 0.070 which means that the financial compensation variable shows a weak influence on the job satisfaction variable. The value of the emotional exhaustion variable on the job satisfaction variable has a value of 0.051, which means that the emotional exhaustion variable shows a weak influence on the job satisfaction variable.

Hypothesis Test

To test the hypothesis of this study, the authors used the t-test or partial test. Hypothesis testing was carried out using bootstrap on SmartPLS 3 with reference to the Path Coefficient output. As described by Hair et al. (2017), if t count or t statistic is greater than t from the standard table (t count > t table) then the hypothesis is accepted, meaning that there is a significant relationship between exogenous variables and endogenous variables. The t table value in this study was obtained from the Student's t Distribution with a significance level of 95% ($\alpha = 5\%$) one tail. Then, degrees of freedom (df) = n - k, where n is the total sample and k is the total variable. Then df = 59 - 3 = 57 for the model equation is 2.04.

Direct Influence Analysis

The t-statistic value shows regression and can be seen in the output path coefficient, if the t-count value is greater than the t-table value, it means that the hypothesis is significant and accepted. The original sample values show a positive (+) or positive (-) correlation. The results of hypothesis testing in this study are shown in Table 9 below.

Table 9

Path Coefficients

	Original Sample (O)	T Count	P Values	Information
X1 -> Y	-0.712	4,981	0.000	Significant
X1 -> Z	0.759	3,651	0.001	Significant
X2 -> Y	0.556	4,838	0.000	Significant
X2 -> Z	-0.432	5,612	0.000	Significant
Z -> Y	-0.961	4,310	0.000	Significant
Role conflict (X1), Financial compensation (X2), Job satisfaction (Y) Emotional exhaustion (Z)				

Source: Primary data processing results (2023)

The results of the data processing can be substituted into the following structural equation:

Emotional Burnout = 0.759 X₁- 0.432 X₂.....(1)

Job satisfaction = -0.712 X₁+ 0.556 X₂ - 0.961 X₃.....(2)

Based on the above equation, it can be explained as follows:

1) Hypothesis 1: Role conflict has a negative and significant effect on job satisfaction

Job satisfaction = -0.712 role conflict + ζ(1)

From table 4.19 above it can be seen that the original sample value of -0.712 and p values of 0.000 < 0.05. Thus the first hypothesis is accepted. It can be said that job satisfaction is negatively affected by role conflict, meaning that increasing role conflict will decrease job satisfaction.

2) Hypothesis 2: Financial compensation negative and significant effect on job satisfaction

Job satisfaction = 0.556 financial compensation + ζ(2)

From table 4.19 above it can be seen that the original sample value of 0.556 and p values of 0.000 < 0.05. Thus the second hypothesis is accepted. Positively job satisfaction is influenced by financial compensation. Thus the higher the financial compensation it will increase job satisfaction.

3) Hypothesis 3: emotional exhaustion has a negative and significant effect on job satisfaction

Job satisfaction = -0.961 emotional exhaustion + ζ(2)

From table 4.19 above it can be seen that the original sample value of -0.961 and p values of 0.000 < 0.05. Thus the second hypothesis is accepted. Positively job satisfaction is influenced by financial compensation. Thus the higher the financial compensation it will increase job satisfaction

4) Hypothesis 4: Role conflict has a positive and significant effect on emotional exhaustion

Emotional exhaustion = 0.759 role conflict + ζ(3)

From table 4.19 above it can be seen that the original sample value of 0.759 and p values equal to 0.759 < 0.05. Thus the third hypothesis is accepted. Emotional exhaustion is positively influenced by role conflict. Thus increasing role conflict will increase emotional exhaustion.

5) Hypothesis 5: Financial compensation has a positive and significant effect on emotional exhaustion

Emotional exhaustion = 0.432 financial compensation + ζ(4)

From table 4.19 above it can be seen that the original sample value is -0.432 and p values of $0.000 < 0.05$. Thus the fourth hypothesis is accepted. Negatively emotional exhaustion is influenced by financial compensation. Thus the better the financial compensation, the lower the emotional exhaustion.

Then hypothesis 6 and hypothesis 7 is an indirect influence (influence through mediation). To find out whether mediation occurred or not in this study, it can be seen in the table below.

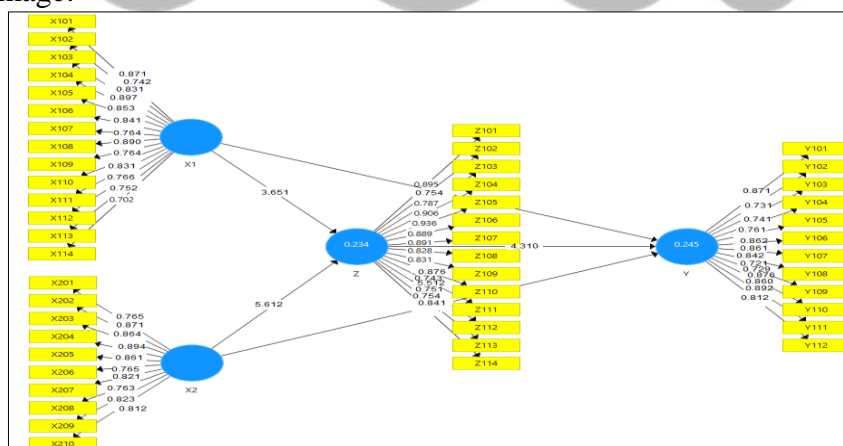
Table 10
 Structural Model Assessment Results (Indirect Effects)

	Original Sample (O)	T Count	P Values	Information
X1 -> Z -> Y	0.215	4,141	0.000	Significant
X2 -> Z -> Y	0.707	5,892	0.000	Significant

Source: Smart-PLS Processing Results

The sixth hypothesis namely emotional exhaustion mediate the relationship between role conflict on job satisfaction. To see the mediating effect, the variance accounted for (VAF) formula can be used. According to the mediation chart in PLS with the VAF method proposed by (Hair et al., 2018). Mediation occurs if the direct effect is significant, namely emotional exhaustion is significant on job satisfaction, namely the p value of $0.000 < 0.05$. This means that there has been a mediating effect.

The seventh hypothesis, namely emotional exhaustion, mediates the relationship between financial compensation and job satisfaction. To see the mediating effect, the variance accounted for (VAF) formula can be used. According to the mediation chart in PLS with the VAF method proposed by (Hair et al., 2018). Mediation occurs if the direct effect is significant, namely emotional exhaustion is significant on job satisfaction, namely the p value of $0.000 < 0.05$. This means that there has been a mediating effect. The information obtained from the table above is emotional exhaustion said to mediate job satisfaction and mediate the relationship between financial compensation on job satisfaction. The following is the result of the PLS bootstrapping image:



Source: PLS Data Processed Results, 2023

Figure 2
 Bootstrapping results

Discussion

Role conflict affects job satisfaction

Analysis of hypothesis testing shows that Hypothesis 1 in this study is supported, which states that role conflict has a significant and negative effect on job satisfaction is confirmed. Thus the role conflict as a whole has a significant and negative effect on the job satisfaction of

Bappeda Sijunjung employees. This explains that the stronger the role conflict, the lower the job satisfaction.

Role conflict between work-family is a condition in which employees' expectations of what they want to achieve from their work are not fulfilled due to additional responsibilities in the form of a role in the family that comes together. Work-family role conflict makes employees feel short of the amount of time they have because of two simultaneous role demands. Work-family role conflict can have a negative effect on employee job satisfaction. Employees are currently required to be able to adapt to the development of information technology which then affects the high demands of work as an employee.

These results are in accordance with research by Septyaningsih, R., & Palupiningdyah, (2017), Liftyawan, KS, Hadi, FS, & Agustina, (2020) that role conflict has a significant effect on employee job satisfaction. In addition, the Bappeda of Sijunjung Regency needs to internalize the job descriptions for each employee so that they can predict conflicts that occur so that good relations with employees can make it easier for employees to complete their work.

Based on the results of this study, it can be concluded that Role conflict has a significant effect on employee job satisfaction. In addition, the Bappeda of Sijunjung Regency.

Financial compensation effect on job satisfaction

Analysis of hypothesis testing shows that Hypothesis 2 in this study is supported, so that financial compensation has no positive effect on job satisfaction. The results of this non-significant test are also consistent with the results of a survey on the TCR value of financial compensation at the Sijunjung Regency Bappeda which is quite high with a value of 82.24. This means that the majority of employees still agree with the compensation received.

Compensation is an employee's state of productivity, and relationships with others, rather than negative reactions. This theory is related to work compensation, in this theory dissatisfaction is associated with the conditions around the job, and not with the work itself, because this factor prevents negative reactions. The grand theory is that many people use the terms wages and salaries, as well as what is meant is clear, but there is an oversight in using these terms and other related terms such as wages, real income, expenses, and several other terms. often results in poisoning. The term wages may be used for compensation.

In line with previous research Septyaningsih, R., & Palupiningdyah, (2017) entitled the effect of compensation on employee work productivity with the results of research stating that work compensation has a positive effect on employee work productivity in the home industry.

Based on the results of this study, it can be concluded that financial compensation has a significant effect on employee job satisfaction. In addition, the Bappeda of Sijunjung Regency

Emotional exhaustion affects job satisfaction

Analysis of hypothesis testing shows that Hypothesis 3 in this study is supported, which states that emotional exhaustion has a significant and positive effect on job satisfaction is confirmed. Therefore, emotional exhaustion has a significant and negative effect on the job satisfaction of Bappeda Sijunjung employees. This suggests that the higher the level of emotional exhaustion in the Sijunjung District Development Planning Agency, the lower job satisfaction will be. Emotional exhaustion is the variable with the lowest TCR score among other variables with an average score of 73.90%. This high level of emotional exhaustion is because it is supported by the many workload demands given to employees. So this encourages employees to be more tired to face the work being undertaken.

This result is the same as the research. Conditions like this are in line with opinion (Hessey, Paul and Blanchard, 2019) that job satisfaction is a set of pleasant or unpleasant employee feelings. This means that an employee who experiences emotional exhaustion will certainly feel uncomfortable with his job.

Based on the results of this study, it can be concluded that Emotional exhaustion has a significant effect on employee job satisfaction. In addition, the Bappeda of Sijunjung Regency.

Role conflict affects emotional exhaustion

Analysis of hypothesis testing shows that Hypothesis 4 in this study is supported, which states that role conflict has a significant and positive effect on job satisfaction is confirmed. Therefore, emotional exhaustion has a significant and negative effect on the emotional exhaustion of Bappeda Sijunjung employees. This suggests that the higher the level of role conflict in the Sijunjung District Development Planning Agency, the lower the emotional exhaustion. Emotional exhaustion is the variable with the lowest TCR score among other variables with an average score of 79.63%.

This is in line with opinion Treasure, Beautiful, (2016) states that conflict is a difference in mindset or opinion or a situation where there is disagreement about something. The results of research conducted by Javanmard, (2018) states that role conflict in the organization can have a negative impact on work outcomes such as increased emotional exhaustion and work stress. Liftyawan, KS, Hadi, FS, & Agustina, (2020) states that role conflict creates inner pressure for employees which can have an impact on the occurrence of emotional exhaustion in employees

Based on the results of this study, it can be concluded that role conflict has a significant effect on the emotional exhaustion of Bappeda Sijunjung employees.

Financial compensation has an effect on emotional exhaustion

Analysis of hypothesis testing shows that Hypothesis 5 in this study is supported, which states that financial compensation has a significant and positive effect on emotional exhaustion is confirmed. Therefore, financial compensation has a significant and negative effect on the emotional exhaustion of Bappeda Sijunjung employees. This suggests that the higher the level of financial compensation in the Sijunjung District Development Planning Agency, the lower the emotional exhaustion.

Research conducted by Dwipa (2016) who found that compensation has a negative effect on the emotional exhaustion of economics/accounting teachers in public high schools throughout Tegal Regency. Likewise with research conducted by Tiyte, (2020) which states that financial compensation has a significant effect on the emotional exhaustion of banking sector employees in Pakistan.

Based on the results of this study, it can be concluded that financial compensation has a significant effect on the emotional exhaustion of Bappeda Sijunjung employees.

Role conflict has a negative and significant effect on job satisfaction through emotional exhaustion as an intervening variable

Analysis of hypothesis testing shows that Hypothesis 6 in this study is supported, which states that Role conflict has a significant and negative influence on job satisfaction through emotional exhaustion as an intervening variable confirmed. Therefore Role conflict significant and negative effect job satisfaction Sijunjung Regency Bappeda employees mediated by emotional exhaustion. These results indicate that employee job satisfaction will increase if role conflict is low accompanied by low emotional exhaustion.

The sixth hypothesis is that emotional exhaustion mediates the relationship between role conflict and job satisfaction. To see the mediating effect, the variance accounted for (VAF) formula can be used. According to the mediation chart in PLS with the VAF method which was proposed by Hair et al., (2010). Mediation occurs if the direct effect is significant, namely emotional exhaustion is significant on job satisfaction, namely the p value of $0.000 < 0.05$. This means that there has been a mediating effect.

This is in line with opinion Treasure, Beautiful, (2016) states that conflict is a difference in mindset or opinion or a situation where there is disagreement about something. The results of research conducted by Javanmard, (2018) states that role conflict in the organization can have a negative impact on work outcomes such as increased emotional exhaustion and work stress.

Based on the results of this study, it can be concluded that role conflict has a significant effect on job satisfaction mediated by emotional exhaustion of Bappeda Sijunjung employees.

Financial compensation influences job satisfaction through emotional exhaustion as an intervening variable

Analysis of hypothesis testing shows that Hypothesis 7 in this study is supported, which states that financial compensation has a significant and positive influence on job satisfaction through emotional exhaustion as an intervening variable confirmed. Therefore financial compensation significant and positive effect job satisfaction Sijunjung Regency Bappeda employees mediated by emotional exhaustion. These results indicate that employee job satisfaction will increase if financial compensation that goes up with is also accompanied by emotional exhaustion that is low.

This is in line with research conducted by Dwipa, (2016) who found that compensation has a negative effect on the emotional exhaustion of economics/accounting teachers in public high schools throughout Tegal Regency. Likewise with research conducted by Tiyte (2020) which states that financial compensation has a significant effect on the emotional exhaustion of banking sector employees in Pakistan.

Based on the results of this study, it can be concluded that Compensation has a significant effect on job satisfaction mediated by emotional exhaustion of Bappeda Sijunjung employees.

Conclusions and recommendations

Conclusion

1. Role conflict has a negative and significant effect on job satisfaction of employees Bappeda of Sijunjung Regency.
2. Financial compensation negative and significant effect on job satisfaction of employees Bappeda of Sijunjung Regency.
3. Emotional exhaustion has a negative and significant effect on job satisfaction to employees Bappeda of Sijunjung Regency.
4. Role conflict has a positive and significant effect on emotional exhaustion to employees Bappeda of Sijunjung Regency.
5. Financial compensation has a positive and significant effect on emotional exhaustion to employees Bappeda of Sijunjung Regency.
6. Role conflict has a negative and significant effect on job satisfaction through emotional exhaustion as an intervening variable for employees Bappeda of Sijunjung Regency.
7. Financial compensation has a positive and significant effect on job satisfaction through emotional exhaustion as an intervening variable for employees Bappeda of Sijunjung Regency

Suggestion

Based on the findings and conclusions of the study. For this reason, the authors suggest the following:

1. For role conflicts, it is suggested to the agency, in this case the Sijunjung Regency

Bappeda, to pay attention to role conflicts that occur in employees at work, because this can be seen from the survey results and the results of respondents' responses to role conflicts, which still show quite high results. So it is feared that in the future there will be a decrease in employee job satisfaction which will result in agency job satisfaction.

2. The author suggests that it is better to increase financial compensation in the operations of Bappeda Sijunjung employees, in order to reduce employee emotional fatigue in carrying out their duties and obligations as community servants.
3. The author suggests that financial compensation should be prioritized and increased, so as to reduce emotional exhaustion which has an impact on increasing employee job satisfaction in carrying out tasks.
4. Giving awards to employees in the form of promotion can reduce emotional exhaustion, so that it has a direct impact on employee job satisfaction.
5. The author suggests that the agency should provide additional budget in the form of Non-Tax State Income Work Unit Operational Honor, in order to reduce the emotional fatigue of Sijunjung Regency Bappeda employees.

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