

The Influence of Role Conflict and Role Ambiguity on Employee Job Satisfaction of Transportation Companies in Indonesia

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Abstract— Transportation companies in Indonesia are businesses prioritizing services to the community. Job satisfaction of the employees is the major driving factor in improving the services. This study analyzes the influences of role conflict and role ambiguity on employee job satisfaction of transportation companies in Indonesia with the total samples of 154 people. The data is analyzed using path analysis.

The result of this study has obtained coefficient of determination (CD) or R square (R²), in which the overall R square (R²) value for the role conflict and role ambiguity is 62.8%. Role conflict and role ambiguity have significant negative impact, both simultaneously and partially on employee job satisfaction. Therefore, in order to improve the employee job satisfaction, transportation companies in Indonesia need to decrease the rate of role conflict and role ambiguity.

The transportation companies in Indonesia are suggested to build a good communication environment, maximize the evaluation system of work and improve office facilities in order to spur employee morale and increase employee loyalty to the companies.

Keywords—Role Conflict, Role Ambiguity, Job Satisfaction, Transportation Companies, Organizational Behaviour

1. Introduction

When. Transportation is an important sector in supporting the developments of a country. It sells services in which quality and customer satisfaction play a determining role for success. Thereby, transportation companies in Indonesia keep striving to meet the wishes of the service users, one of the competitive advantages offered is shorter travel time. However, safety and service improvements should be the top priority for transportation companies.

In terms of service, companies are needed to pay attention to the human resources, especially concerning employee job satisfaction since humans will work better and more productively if they are satisfied with their works [7]. This means that employees tend to increase their productivities if they feel that they have an appropriate level of satisfaction at work which will then result in improvement of services contributed by them. This will eventually increase the quality of services provided by the companies for their consumers as a whole.

Many factors can cause employee dissatisfaction, including role conflict and role ambiguity [2]. Workers who suffer from role conflict tend to have lower job satisfaction and higher job tensions. When an individual is confronted with the expectation of a different role, it will lead to a role conflict. Role Conflict is a situation in which the individual is confronted with the expectations of different roles. It is stated that role ambiguity can take place when role expectations are not clearly understood and employees are not sure about what to do. Role ambiguity is felt by a person if he or she does not have enough information on how to perform his or her tasks, or does not understand how to realize the expectations associated with a particular role. [11]

Symptoms of role conflict and role ambiguity occur amongst the employees of transportation companies. This is indicated by the fact that Junior Managers there often experience dual positions. This situation happens because there are vacant positions left by the retired employees. Other employees are then required to temporarily take the positions and in the meantime they still have to do their own jobs, this makes the employees have 2 load of positions. In running a double position, it is very likely that role ambiguity will occur. This is because employees with 2 positions frequently still do not understand the authority, responsibility and purpose clarity of the additional work given. They get confused in doing the additional work.

The existence of dual position in Indonesian transportation companies can indicate that there is a tendency or symptom of role conflict and role ambiguity taking place there.

2. Review of literature

2.1 Role Conflict

Role conflict is a situation in which individuals are faced with the expectations of different roles.[11] A role conflict occurs when members of a different role order expect a different thing from the role taker.[4] Role conflict indicators among others are: [18]

1. Role

A role is a set of behaviors expected from a person occupying a particular position within an organization or group. Each position in the group structure has an associated role consisting of the various behaviors expected from the position holders. Role behaviors can be easily understood and simplified if each of us selects one role and "plays it" regularly and consistently. Unfortunately, we are required to play a number of roles, both in work and outside of work. As we see, one of the tasks in understanding behaviors is to understand the role being played. [11]

2. Role Expectations

Role conflict occurs when a person's values and needs come into conflict with the role expectations. Example: Other team members (showing agreement with each other).[16]

3. Social Role

Social role is a set of typical manners of an individual or a position regarded as a cultural object which is acknowledged, taken and used in achieving the goals of practical interaction in a community. A social role displays the typical behavioural traits of a person. Thus different social roles generate different social manners too. Awareness to different social roles will facilitate the effective construction, administration and marketing of online communities since participation in cyberspace communities becomes more and more common. [20]

2.2 Role Ambiguity

According to role theory, role ambiguity experienced for a long time can erode confidence, foster job dissatisfaction, and hamper performance. Role ambiguity occurs when members of the role order fail to convey to the role recipient concerning the expectations they have or the information needed by the recipient to perform the role, either because they do not have the information or because they deliberately hide it. [4]

Role ambiguity takes place when an executive does not have useful information that allows him/her to effectively perform his/her duties.[8] Role ambiguity is felt when a person does not have adequate information for making him or her able to carry out his or her tasks, or the person does not understand how to make the expectations regarding a certain role being played into reality.[11]

Role ambiguity is measured using the following indicators: [6]

1. Authority

The definition of authority is the right to carry out an activity or action. A person or a group of people must be responsible for the actions taken and account for them to a person or people hierarchically positioned right above them and to a person or a group of people with whom there is an operational or functional relationship regarding his or her position and the actions he or she is authorized to conduct. [1]

2. Responsibility

Responsibility is given in connection with certain described aspects. Responsibility is a duty to account for something or to justify oneself. A person is responsible for the actions or behaviors he or she performs. In this case responsibility is a relational concept. Therefore, responsibility does not only have something to do with the relationship between position and person but also concerning person to person interrelationships.[1]

3. Clarity of Purpose

Clarity is knowing what the responsibilities are and comprehending the clarifications of what to do. This situation triggers various organizational activities to increase the commitment from members, both in the perspective of members' needs and organizational needs.

4. Scope of Work

This has something to do with knowing the scope of work and how the performance is evaluated. Clarity of job description in the organizational structure will greatly assist the supervisors or superiors in the supervision and control. For subordinates, this will allow them to concentrate more on performing tasks or jobs because the descriptions are clear. This is one of the functions of job description clarity. Job analysis in theory should be in accordance with what someone actually does in a particular job. The resulting job description can assist the development of employees during the employment period. Organization also uses job descriptions in the process of employee selection and recruitment. [14]

2.3 Job satisfaction

Job satisfaction is an effectiveness or an emotional response to various aspects of work. This means that one can be relatively satisfied with an aspect of the job and / or dissatisfied with one or more other aspects [4]. Furthermore, job satisfaction is also defined as a motivating or demotivating feeling experienced by employees at work. [6].

Here are the indicators that affect job satisfaction:

1. Content of the job

As stated by [15] "job characteristic refer to the content and nature of job tasks themselves". It can be concluded that job characteristics are features contained in the work consisting of various core dimensions of a job.

2. Supervision

Paying attention and building rapport with subordinates is what a leader should do, so that employees will feel that they are an important part of the organization. Conversely, poor supervision can increase employee turnover and absenteeism. How a leader gives attention to the subordinates really matters. Periodic supervision of employees work is

what should be undertaken. This will enable a leader to recognize employee weaknesses and mistakes and guide them to learn and get improved.[19]

3. Organization and management

A company with good management is something that can provide stable work situations and conditions for employee satisfaction. Satisfied workers are more likely to be loyal working for the organization. Satisfied workers also tend to engage in organizational behavior that goes beyond their job descriptions and roles, and they can help reduce the workload and stress levels of other members in the organization. On the other hand, dissatisfied workers tend to be opposed to leadership and engage in counterproductive behaviors [9]

4. Promotion

The opportunity to gain experience and improve competencies provided for employees during the employment period can give them job satisfaction. Promotions which provide challenges and develop critical managerial skills and perspectives are important to a manager's future career success. [12] Hope to grow can be realized through various promotions and diverse positions. This can spur employees to continue to work well and get job satisfaction.[19]

5. Salaries

This factor is quite central since most individuals work to expect rewards. Greater the salary and more varied the payments offered (bonuses, incentives, benefits, etc.) will be able to generate job satisfaction within the individuals [19, 21].

6. Co-workers

The existence of mutual supporting and caring relationships among colleagues will create a comfortable and warm working environment which can generate job satisfaction for employees. For some people working is not only to earn money or get tangible achievements but also to meet their need for social interaction. Therefore, it is not surprising that an employee having a supportive and friendly partner can improve their job satisfaction.[11]

7. Work condition

With the provision of adequate facilities from the organization, employees can minimize various errors. And finally, the existence of good social interaction within the organization also contributes to employee job satisfaction.[3]

2.4 Framework

1. Influence between role conflict and employee satisfaction. When an individual is faced with a role deviating from expectations, the result is a role conflict. [11] Role conflict is a situation occurring when someone is expected to play two contradictory roles. Frequent changes in the work site, the number of supporting staff and supervisory responsibilities are identified by Kahn as the causes of conflicts, one of which is role conflict. [5]
2. Influence between role ambiguity and employee satisfaction. Role ambiguity in employee perspective according to Mills and Margulies refers specifically to the unclear situation of how to play a role in the organization. Role ambiguity is resulted from one's

uncertainty about the expectations of a given job. [17] A prolonged role ambiguity can cause work dissatisfaction.[11]

Thereby, based on data from companies, journals and existing theories, the researchers have conducted a study entitled "The Influence of Role Conflict and Role Ambiguity on Employee Satisfaction in Indonesia Transportation Companies". The research framework can be seen in Figure 1

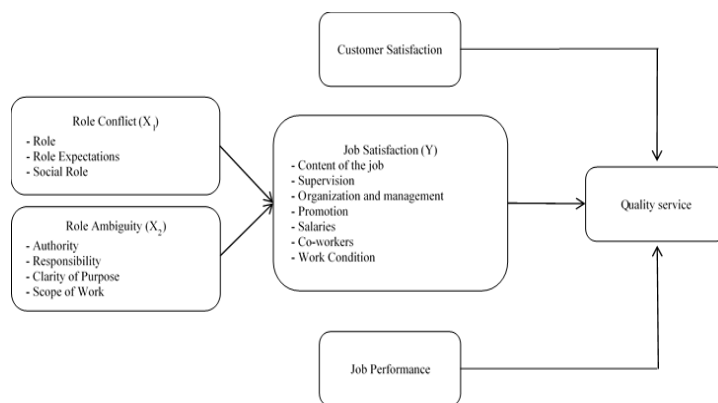


Figure 1. Theoretical Framework

3. Research methodology

In this study, Junior Managers of transportation Companies in Indonesia are used as the sample, this is because they have an important role in the companies and included in the company's structural position. The total sample size is 154 people. This is a quantitative research. Data was analyzed using the method of Path Analysis and processed using the computer program of SPSS.

4. Results and Discussion

The discussion is intended to sharply present a description of the descriptive analysis and path analysis results of role conflict and role ambiguity on employee job satisfaction based on the finding data, so that the data of study results will not only be redisplayed, but will also be supplemented with analysis and meaning of findings. The following is the description of the Descriptive Analysis and Path Analysis results:

4.1 Simultaneous Test (F test)

The simultaneous test (F test) was conducted to examine the effect significance of role conflict and role ambiguity variables on employee job satisfaction on the whole. This simultaneous test is also used to test the overall or simultaneous research hypothesis. Next are the hypotheses of this study:

H1 : role conflict and role ambiguity have a significant negative effect on employee job satisfaction of transportation companies in Indonesia.

H0 : role conflict dan role ambiguity have no significant negative effect on employee job satisfaction of transportation companies in Indonesia.

With an error rate of 5% or 0.05, the criteria of hypothesis simultaneous test (F test) are as follows:

$F_{count} \leq F_{table} = H_0$ is accepted

$F_{count} > F_{table} = H_0$ is rejected, H_1 is accepted

Using SPSS version 20, the simultaneous test results (F test) for the effect of variables X_1, X_2 on variable Y are as shown in the table below. Using SPSS version 20, simultaneous test results (F test) for the effect of variables X_1, X_2 on variable Y are as shown in the table below.

Table 1. F test results of variables X_1, X_2, X_3 dan X_4

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 6113.850 | 2 | 3056.925 | 127.709 | .000 ^b |
| | Residual | 3614.447 | 151 | 23.937 | | |
| | Total | 9728.297 | 153 | | | |

a. Dependent Variable: y

b. Predictors: (Constant), x2, x1

Based on data shown in the table above, the hypothesis simultaneous test for variables X_1, X_2 are:

$F_{count} : 127,709$

$F_{table} : 3.056$ is obtained from *t-student* table [13] with $V_1 = k (V_1 = 2)$ dan $V_2 = n-k-1 (154 - 2 - 1) = 151$.

Therefore, the results obtained is:

$$F_{count} (127,709) > F_{table} (3.056)$$

which indicates that **H_0 is rejected** and **H_1 is accepted**, so it can be stated that role conflict and role ambiguity (X_1, X_2) have a significant negative effect on employee job satisfaction of transportation companies in Indonesia, so the researcher's hypothesis that "Role conflict and role ambiguity have a significant influence on the employee job satisfaction of transportation Companies in Indonesia" is accepted. Based on this, role conflict and role ambiguity have an important role on the employee job satisfaction.

4.2 Coefficient Test of Determination (Test of R^2)

To find out how big the influence of all variables of role conflict and role ambiguity simultaneously on employee job satisfaction, then Researchers conduct Coefficient Test of Determination (CD). To see the magnitude of the CD value, then it is necessary to have the value of R^2 which can be obtained from the following table:

Table 2. Result R^2 of Variables X_1, X_2

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .793 ^a | .628 | .624 | 4.89252 |

a. Predictors: (Constant), x2, x1

Based on the result of R^2 value calculation in the above table, the R^2 value obtained is amounted to 0.628 which means the CD is 62.8%. This shows that the magnitude of role conflict and role ambiguity simultaneously influence the employee job satisfaction of transportation companies in Indonesia at 62.8%.

4.3 Partial Test (t test)

To know the significance of each variable role conflict and role ambiguity and to test the hypotheses partially, then the researchers conducted t test calculation. In partial hypothesis testing (t test), it is necessary to describe the hypotheses and the test criteria. The following are the hypotheses and the test criteria:

Hypotheses:

a. If $H_0 : \rho = 0$, then there is no significant negative influence of X on Y.

b. If $H_1 : \rho < 0$, then there is a significant negative effect of X on Y.

Criteria of hypothesis testing:

$T_{count} > -t_{table} = H_0$ is accepted

$T_{count} \leq -t_{table} = H_0$ is rejected, H_1 is accepted, or

significance of research > 0.05 then H_0 is accepted significance of research ≤ 0.05 then H_0 is rejected, H_1 is accepted

By using SPSS version 20, the partial test result (t test) for the influence of variables X_1, X_2 on variable Y is obtained as shown in the table below:

Table 3. Results of t -Test of Variables X_1, X_2, X_1, X_2

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|---------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 61.112 | 1.770 | | 34.520 | .000 |
| | x1 | -.019 | .009 | -.106 | -2.116 | .036 |
| | x2 | -1.574 | .102 | -.771 | -15.385 | .000 |

a. Dependent Variable: y

The above interpretation is related to the data in the t test table, it can be seen that role conflict and role ambiguity variables significantly influence employee job satisfaction of transportation companies in Indonesia. The next step is to find the value of residual variable or error factor ($\rho_{\epsilon Y}$) which can be obtained from the calculation as follows:

Known: $R^2 = 0.628$ obtained result:

$$\begin{aligned} \rho_{\epsilon Y} &= 1 - R^2 \\ &= 1 - 0.628 = 0.372 \end{aligned}$$

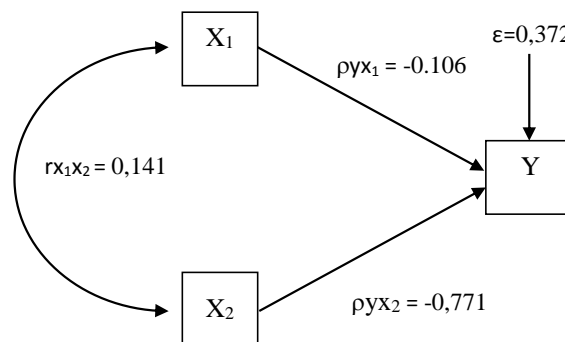


Figure 2. Structural Relationships between X_1, X_2 and Y

From result of the research about the description of coefficient of determination (CD) calculation or R square (R^2) value, it is found that R square (R^2) for role conflict and role ambiguity as a whole is equal to 0,628 or 62,8%. This means that the role conflict and role ambiguity as a whole has an effect of 62.8% on the employee job satisfaction of transportation companies in Indonesia either partially or simultaneously. Role Conflict has a much smaller influence at 2.3% than Role Ambiguity at 60.5% on job satisfaction. Therefore, if the companies want to increase the level of their employee job satisfaction, then they should decrease the rate of role ambiguity. This does not mean to ignore the role conflict since role conflict has also a simultaneously negative influence as role ambiguity on job satisfaction.

5. Conclusion and recommendations

5.1 Conclusion

Based on the results of research related to the influence of role conflict and role ambiguity on employee job satisfaction of transportation companies in Indonesia, it can be summed up that both role conflict and role ambiguity have significant negative effect, either simultaneously or partially on employee job satisfaction.

5.2 Recommendations

Based on the results of the analysis and discussion above, it is obvious that in order to improve the job satisfaction of Junior Managers of transportation companies in Indonesia, the rate of role conflict and role ambiguity must be decreased by:

1. Transportation companies in Indonesia need to build communication between Junior Managers and the subordinates. In addition to being clear and open, communication must also be structured so that it is not only easy to understand but should also be a quickly followed-up. Therefore, every command can be executed according to the direction and objectives submitted.
2. Companies need to provide clear rules. Company SOPs should mention at what time the employees must come, tolerance of lateness, break time, and the time when employees can go home. All of these must be clear and in accordance with applicable company rules in general. The obvious consequences will encourage employees to be more disciplined. This usually leaves the employees afraid of being undisciplined.
3. Transportation companies in Indonesia need to rearrange their views and attention to the job evaluation function, and maximize monitoring of work evaluation. Job evaluation for the Junior Managers will allow them to have an opportunity to take corrective actions to improve performance through feedback provided by the companies and the performance evaluation can be used as information in determining appropriate compensation so as to motivate the Junior Managers.

Companies need to provide job description as a guide for the employees to perform tasks. The clearer the job description is given, the easier it is for employees to perform the tasks in accordance with the company's goals. Job description can also be used as an employee performance measurement tool. Employees will also understand the authorities possessed through a clear job description. Junior Managers will also be able to clearly know the coordination line, both vertically (up and down) and horizontally. They can also find out additional tasks assigned to them.

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