

Mediation Role of Job Satisfaction Towards Effect of Conflict Roles on Organizational Commitment: Study on Private Hospitals Non-medical Employees in Mataram City

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Mediation Role of Job Satisfaction towards Effect of Conflict Roles on Organizational Commitment: Study on Private Hospitals Non-Medical Employees in Mataram City



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commitment;
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role conflict;
organizational;
satisfaction;

Abstract

The current study aimed at analyzing as well as determining job satisfaction on organizational commitment in non-medical employees at Indonesia private hospitals. It examined the influence of role conflict on organizational commitment. The population in this study were all non-medical employees of Private Hospitals in Mataram City- Indonesia. The total samples were 118 employees. The researchers, in collecting data, applied techniques of questionnaires, documentation, and interviews. After that, the data were analyzed using 3.0 Partial Least Square (PLS) program. The results of this study have indicated that the role of conflict has got a negative and significant effect on organizational commitment. It has also got a negative and significant effect on job satisfaction. Furthermore, job satisfaction has got a positive and significant effect on organizational commitment. The role conflict itself, through job satisfaction mediation, has got a negative and significant effect on organizational commitment.

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1. Introduction

Human resources have an important role in the organization and it can be used as an indicator to measure success or failure. The needs of human resources who are competent and qualified in their fields, strong commitment from employees also have influence and need attention. The organization pays attention to their employees, especially that relates to benefits and job satisfaction including the rules and structure to raise the employees' commitment.

Employees who are committed for organization are employees who can accept and obey organization goals (Malik *et al.*, 2010). Organizational commitment is the level to which an employee chooses to stay and works in an organization (Robbins & Judge, 2008).

One of the factors that often allied with organizational commitment is job satisfaction. Luthans (2006), defines job satisfaction as a condition that reflects positive emotional or pleasant from their work experience. Robbins (2007), says that job satisfaction is a general attitude of an individual toward their work.

In every organization including hospitals, role conflict is often faced by employees. According to Ivancevich *et al.*, (2006), role conflict-individual stressor and the most widely studied. Role conflict arises when an individual's expectation in conflicts with other expectations.

According to Robbins & Judge (2008), role conflict defines as a set of behavioral patterns that are expected as attributes of someone who occupies a position given to a social unit. Role conflict is defined as a situation where individuals are faced with different role expectations. In line with that, role expectation is how other people believe someone acts in a certain situation. Role conflict raises expectations that might be difficult to achieve or satisfy.

Ndari (2016), says conflict role significant and has negative value toward job satisfaction and conflict role significant and has a negative value on organizational commitment, besides that it is found that job satisfaction significant and has positive value toward organizational commitment and conflict role influences organizational commitment through job satisfaction. The same result was revealed in the research that was done by Anisykurlillah *et al.*, (2013), but there were differences in the absence of a significant effect between job satisfaction toward organizational commitment. In the research that was done by Widiarsari & Budiono (2015) again, that is found that conflict role variable has a significant negative influence toward job satisfaction and research from Puspitawati & Riana (2014) stated that job satisfaction has a significant influence and positive toward organizational commitment. In another study conducted by Wu & Norman (2005) and Redfern *et al.*, (2002), found a positive relationship between job satisfaction and organizational commitment and a negative relationship between job satisfaction and role conflict.

Organizational policy in determining the number of employees and delegating of tasks often results in the emergence of role conflicts for employees that leads to a condition where employees must do certain tasks that are not written on their jobs description. Before the recruitment process took place, the organization must decide how many employees are needed in each division, so then the recruitment of the employees according to the number that is decided. Inaccuracy in the process of determining the needs of human resources and recruitment could cause the empty position or lack of employees for certain tasks. If this happens, it can result in ambiguous roles of employees because in certain situations they must perform tasks that are not written on their jobs description.

Increasing tasks that are not written on job description or different to employee qualifications might leads to dissatisfaction with the situation they face and it can be seen by complaining about their work when they have to do the tasks that are not included in their job description, this condition also might cause to decreasing of enthusiasm and lead to delegating work to another colleague. Indication of dissatisfaction can be seen from employees who have the desire to leave or to resign from the organization.

Literature Review

Role Conflict

Winardi (in Umam 2010), states that conflict role is a conflict that occurs because someone carries more than one conflicting role. Rizzo *et al.*, (in Mansoor *et al.*, 2011) says conflict role, in general, is defined as a conflict that occurs simultaneously from two or more pressure roles so that compliance with one pressure make the other pressure compliance more. The role of conflict occurs when messages, tasks, authority, and responsibilities regarding a role are clear but contradict between one to another (Moorhead & Griffin, 2013; Kawiana *et al.*, 2018; Martini *et al.*, 2018). Handoko (2012), says that conflict role in an individual is something that happens when an individual faces uncertainty about the work he expects to carry out, it happens if various tasks are given and conflict with each other or if the individual is expected to do more than his ability.

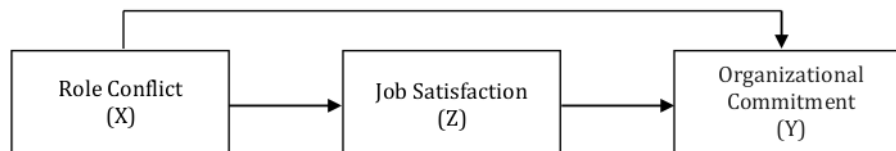
Job Satisfaction

Robbins (2007), describes that job satisfaction is a general attitude of an individual to his work. A job demands interaction between employees, interaction with co-workers, with the leader. Partaking in an assessment is having a purpose to find out the satisfaction or dissatisfaction with the work and it relates to many factors from different tasks that are different and separate from each other.

Organizational Commitment

According to Mathis and Jackson (Sopiah 2008), organizational commitment is the degree to which employees believe and accept organizational goals and will remain in the organization. According to Robbins & Judge (2008), organizational commitment is defined as a situation where an employee preserves with a particular organization and its goals and desires to maintain the bonds in the organization.

Conceptual Framework



Hypothesis

Hypothesis in this research are:

- H1: Conflict role influence negatively toward organizational commitment
- H2: Conflict role influence negatively toward job satisfaction
- H3: Job satisfaction influence positively toward organizational commitment
- H4: Conflict role influence negatively toward organizational commitment through job satisfaction

2. Materials and Methods

Type of research that is applied in this research is casual research. "Casual research is a research to find the cause and effects relationship between two or more variables" (Silalahi, 2010; Sari *et al.*, 2019; Sukayana & Putri, 2019). There are nine Private Hospitals in the City of Mataram, based on permits granted by the parties concerned, the research will be conducted in two private hospitals and the name of the hospitals are

Saputra, L. A. A., Surati, -, & Saufi, A. (2019). Mediation role of job satisfaction towards effect of conflict roles on organizational commitment. *International Journal of Social Sciences and Humanities*, 3(2), 165-175. <https://doi.org/10.29332/ijssh.v3n2.308>

Tresna Mataram Mother and Child Hospital and the "X Hospital". The number of non-medical employees in those two hospitals is 144 employees, 110 employees work in "X Hospital" and 34 employees work in Tresna Mataram Mother and Child Hospital.

In this research, the determination for sampling technique applied a non-probability sampling with the purposive sampling method. The criteria of the samples taken as respondents are:

- a) Employees with a minimum high school education or equivalent.
- b) Employees with status both contract and permanent.

Based on the criteria above, the sample of non-medical that are taken from "X Hospital" was 86 employees. 21 employees were excluded because of their educational background which was below high school and 3 employees were daily employees (nonpermanent workers). The sample of non-medical that are taken from National Maternal and Child Hospital were 32 employees and 2 employees were excluded because one employee education was below high school and another one worked as a daily employee. Thus, the sample in this study amounted to 118 people consisting of 86 employees from "X Hospital" and 32 employees from Mother and Child Hospital of Tresna Mataram.

Based on the identification of the above variables, these variables can be explained as follows:

- a) Conflict role (X)
Conflict role is the response or perception of non-medical employees of Private Hospitals in the city of Mataram toward the conflicting tasks that they receive from leaders, coworkers and external parties while they work at the hospital.
- b) Job Satisfaction (Z)
Job satisfaction is the result of several special attitudes of non-medical employees of Private Hospitals in the City of Mataram against task factors, self-adjustment, and individual social relations, which are expressed with satisfied or dissatisfied statements.
- c) Organizational Commitment (Y)
Organizational commitment is the response or perception of non-medical employees of Private Hospitals in the city of Mataram to the loyalty expressed by employees towards the organization.

Data analysis and hypothesis of this study is using the Partial Least Square (PLS) approach. According to [Ghozali & Latan \(2015\)](#), PLS is an alternative approach that shifts from a covariant-based SEM approach to variant based. Covariance-based SEMs generally test causality or theory, while PLS is more predictive.

3. Results and Discussions

3.1 Evaluation of Fit Model

a) Convergent Validity

The Convergent Validity of the measurement model with reflexive indicators is assessed based on the correlation between the item score or component score estimated by the Smart PLS software. Referring to the criteria set by [Hair et al., \(2010\)](#), indicators that have a loading value of less than 0.3 are removed from the analysis. In this study used a loading factor limit of 0.30.

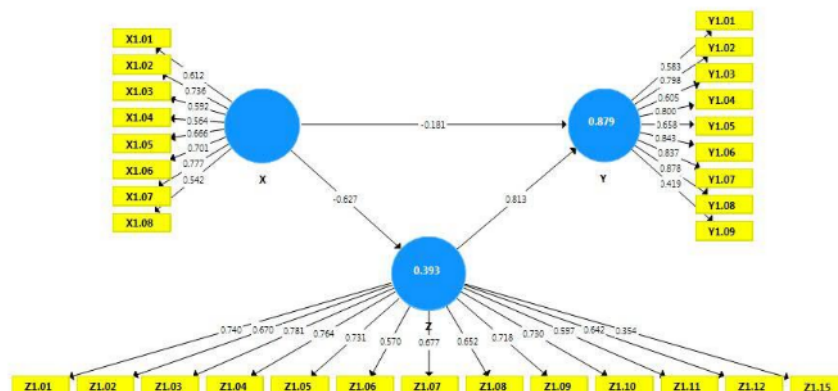


Figure 2. The result of the analysis of PLS

b) Discriminant Validity

Discriminant validity is done by comparing the root values of AVE of each construct with a correlation between one construct with other constructs (among other latent variables). The indicator is considered to meet discriminant validity if the root of AVE is greater than the correlation among the latent variables. The results of the discriminant validity test appear in the following table:

Table 1
Discriminant Validity

Variable	AVE	\sqrt{AVE}	Explanation
RC (X)	0.427	0.654	Valid
OC (Y)	0.530	0.728	Valid
JS (Z)	0.452	0,672	Valid

Based on table 1, it can be seen that the AVE roots of each are greater than 0.5 so it can be concluded that the variables used in the study are valid. All variables analyzed were greater than the highest correlation value between each independent variable with other variables.

c) Composite Reliability

Criteria for validity and reliability can also be seen from the value of the reliability of a variable. Variables can be said to have a high reliability if the reliability composite value is above 0.70. Table 4.7 presents the value of Composite Reliability.

Table 2
Value of Composite Reliability

Variable	Composite Reliability
RC (X)	0.855
OC (Y)	0.907
JS (Z)	0.913

Table 2 shows that all variables meet the composite reliability because the value is above the recommended number (0.70) which means that all variables have met reliable criteria.

3.2 Inner Model

Significance of the coefficient of structural path parameters. Reflexive indicators are used in this study because the indicators of each variable are a combination of several expert opinions and findings in previous studies.

Measurement of the model with PLS begins by looking at the R-square of each dependent latent variable. The changes in the value of R-square can be used to assess the effect of certain exogenous latent variables on endogenous latent variables that have substantive effects. Table 3 shows the results of the R-square estimation using Smart PLS.

Table 3
R-Square Value

Variable	R-Square	R-Square Adjusted
OC (Y)	0.879	0.876
JS (Z)	0.393	0.387

Table 3 shows the R-square of Adjusted Organizational Commitment variable value is 0.876 and Job Satisfaction is 0.387. The higher the Adjusted R-square value, the greater the ability of the exogenous variable can be explained by endogenous variables so that the equation structural better. The Organizational Commitment variable has an Adjusted R-square value of 0.876 which means 87.6% of the Conflict role variance can explain the Organizational Commitment variable, while the rest is explained by other variables outside the research model. Variable of Job Satisfaction has Adjusted R-square value 0.387 which means 38.7% variance Conflict role and Organizational Commitment can explain Job Satisfaction, while the rest is explained by other variables outside the research model.

3.3 Results of Hypothesis Test

Table 4
The result of the hypothesis test by partial least square

Variable	Original Sample	Standard Deviation	T Statistics	P-Value	Explanation
RC (X) → OC (Y)	-0,181	0,061	2,958	0,003	Negative and Significant
RC (X) → JS (Z)	-0,627	0,060	10,490	0,000	Negative and Significant
JS (Z) → OC (Y)	0,813	0,048	16,833	0,000	Positive and Significant
RC (X) → JS (Z) → OC (Y)	-0,510	0,052	9,771	0,000	Full Mediation

a) The Influence of Conflict role toward Organizational Commitment

The results of data analysis indicate that the value of the Original Sample of Conflict role toward Organizational Commitment is -0.181, this indicates a negative relationship between Conflict role and Organizational Commitment with a coefficient of 18.1%. The results of the T Statistics value obtained from the influence of Conflict role on Organizational Commitment are 2.958, above the critical value (1.960). Besides, the value of P-Value obtained is 0.003 at a tolerance level of 0.050, so it can be concluded that the influence of Conflict role on Organizational Commitment is negative and significant.

The results provide clues that the hypothesis proposed in the study is acceptable. Conflict role experienced by non-medical employees of Private Hospitals in Mataram City has a negative and significant impact on Organizational Commitment. Thus it can be seen that the higher the Conflict role experienced, the Organizational Commitment decreases.

The results of this study support the opinion of Jackson and Scholer (in Cahyono, 2008) which shows that conflict role is related to negative work outcomes, including low job satisfaction, low organizational commitment, decreased work performance, high work tension, and high intention to move. Oliver and Brief's research (1977-1978) in Yousef (2002), also states that conflict role and role ambiguity are

negatively correlated with a commitment to the organization. This means that the higher the Conflict role level experienced by someone decreases the Organizational Commitment they have. Vice versa, if there is a decrease in the level of someone's conflict role, then the organizational commitment increases.

b) *The Influence of Conflict role toward Job Satisfaction*

The results of data analysis showed that the value of the Original Sample of Conflict role to Job Satisfaction was -0.662, this shows a negative relationship between Conflict role and Job Satisfaction with a coefficient of 62.7%. The results of the T Statistics value obtained from the influence of the Conflict role on Job Satisfaction are 10.490, above the critical value (1.960). Besides, the value of P-Value obtained is 0,000 at a tolerance level of 0.050, so it can be concluded that the influence of Conflict role on Job Satisfaction is negative and significant.

The results provide clues that the hypothesis proposed in the study is acceptable. Conflict role experienced by Non-Medical Employees in Private Hospitals in Mataram City has a negative and significant impact on Job Satisfaction. Thus it can be seen that the higher the level of Conflict role experienced, the lower the Job Satisfaction level.

The results of this study also support the opinion of Bedein and Armenakins (in Churiyah, 2011), which states that there is a negative influence between conflict role, role ambiguity, and job satisfaction. While Yousef (2002), suggests that someone who experiences conflict role and role ambiguity at a high level as a source of stress will be less satisfied with his work. This means that the higher the level of conflict the role experienced by a person can reduce job satisfaction. Vice versa, if there is a decrease in the Conflict role experienced by someone, then it can increase Job Satisfaction.

c) *The Influence of Job Satisfaction toward Organizational Commitment*

The results of data analysis show that the value of the Original Sample of Job Satisfaction with Organizational Commitment is 0.813, this indicates a positive relationship between Job Satisfaction with Organizational Commitment and a coefficient of 81.3%. The results of the T Statistics value obtained from the influence of Job Satisfaction on Organizational Commitment are 16,833, above the critical value (1,960), besides that the value of P-Value obtained is 0,000 at a tolerance level of 0.050, so it can be concluded that the effect of Job Satisfaction on Organizational Commitment is positive and significant.

The results provide clues that the hypothesis proposed in the study is acceptable. Job Satisfaction owned by Non-Medical Employees in Private Hospitals in the City of Mataram has a positive and significant impact on Organizational Commitment. Thus it can be seen that the higher the Job Satisfaction possessed, the Organizational Commitment also increases.

The results of this study also support the opinions expressed by Griffin and Ebert (in Churiyah 2011), the influence of job satisfaction on commitment and productivity, that when compared with dissatisfied workers, satisfied employees are more committed and loyal. Hodge & Anthony (1991), Members who are satisfied with their duties and work environment, who identify themselves with the organization, and who are involved with organizational activities, actually tend to be committed and can be controlled. This means that the higher the Job Satisfaction a person has also increased the Organizational Commitment he has. Vice versa, if there is a decrease in one's Job Satisfaction, then it decreases the Organizational Commitment.

d) *The Influence of Conflict role toward Organizational Commitment through Job Satisfaction Mediation*

The results of data analysis show that the value of the Original Sample of Job Satisfaction with Organizational Commitment is 0.813, this indicates a positive relationship between Job Satisfaction with Organizational Commitment and a coefficient of 81.3%. The results of the T Statistics value obtained from the influence of Job Satisfaction on Organizational Commitment are 16,833, above the critical value (1,960), besides that the value of P-Value obtained is 0,000 at a tolerance level of 0.050, so it can be concluded that the effect of Job Satisfaction on Organizational Commitment is positive and significant.

The results provide clues that the hypothesis proposed in the study is acceptable. Job Satisfaction owned by Non-Medical Employees in Private Hospitals in the City of Mataram has a positive and significant impact on Organizational Commitment. Thus it can be seen that the higher the Job Satisfaction possessed, the Organizational Commitment also increases.

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4. Conclusion

The results of the study concluded that Conflict role had a negative and significant effect directly on Organizational Commitment, as well as through mediation of Job Satisfaction with the respondents of non-medical employees of Private Hospitals in the City of Mataram. The descriptive analysis states that conflict role variables are in the conflict category, Organizational Commitment variables are in the committed category, and for Job Satisfaction variables are in the high category. Furthermore, the results of statistical analysis testing hypothesis concluded:

- a) Conflict role has a negative and significant effect on Organizational Commitment. This shows that the lower the Conflict role level of private hospital non-medical employees in the city of Mataram, the Organizational Commitment increases, and vice versa if the level of Conflict role is high then employee Organizational Commitment decreases.
- b) Conflict role has a negative and significant effect on job satisfaction. This shows that the lower the Conflict role level of non-medical employees of the Private Hospital in the City of Mataram, the higher the level of job satisfaction, and vice versa if the Conflict role level is high, then Employee job satisfaction decreases.
- c) Job Satisfaction has a positive and significant effect on Organizational Commitment. This shows that Job Satisfaction and Organizational Commitment have a directional relationship, where if the level of Job Satisfaction of non-medical employees of the Private Hospitals in the city of Mataram is high then the level of Organizational Commitment also increases, and vice versa if the level of Job Satisfaction is low then Organizational Commitment is also low.
- d) Conflict role has a negative and significant effect on Organizational Commitment through the mediation of Job Satisfaction. This shows that the lower the Conflict role level of private hospital non-medical employees in the city of Mataram, the Job Satisfaction increases and has an impact on increasing Organizational Commitment, and vice versa if the Conflict role level is high then employee Job Satisfaction becomes low so resulting in decreasing organizational commitment. The negative influence of conflict occurs because employees feel that there are jobs that they should not need to do, and also because of lack of ability or skill for completing tasks at certain positions so that they need help from other colleagues. Although Organizational Commitment and Job Satisfaction are high, the negative influence of conflict role leads to a decrease in organizational Commitment and Job Satisfaction.

Suggestions

- 1) Based on the descriptive analysis of the Conflict role variable, it is known that the item stating "Doing unnecessary work" has the highest value. Based on the finding, it is suggested for management and top leaders, that they need to pay more attention for giving assignments to employees, both from the type of task given or from the availability of employees for completing the task. This is important because not all employees feel they have a responsibility or interest in the tasks assigned, especially for tasks that have no relation to their position. If it is felt that there is a need of the number of employees in certain positions for doing tasks, the management should add more employees without having to force employees to carry out the tasks that are not of their responsibility.

- 2) Every employee at any time should be asked for help by a leader or other employee to help to work on a task so that the willingness and sincerity of all employees are needed to help each other. This condition might lead to a feeling that there are tasks that no need to be done, even though every work is done is for the good of the organization.
- 3) For private hospitals, they should provide information and considerations on how to manage the Conflict role, that employees should carry out work according to the field and position where the employee is placed. This finding is a useful input in achieving Organizational Commitment and optimal Job Satisfaction.

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