

The Impact of Role Conflict and Work Environment on Job Satisfaction and Employee Performance at PT Alpha Sistem Kreasi

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ABSTRACT : *This investigation is a quantitative explanatory study. This research was done on the sampling technique used, namely accidental sampling, of the PT Alpha Sistem Kreasi employees. In this study, 60 PT Alpha Sistem Kreasi employees sampled. Measure the research variables using a closed and structured research questionnaire tool with an interval scale. The analyzes of data in this research are the Structural Equation Model (SEM) with the alternative Partial Least Square. Use the alternative PLS method because it is based on predictive measures with variable indicator non-parametric properties using the WarpPLS 7.0 statistics. The end of this investigation, the effect on satisfaction of the role of conflict is positive. A positive effect on satisfaction can be found in the working environment. Satisfaction to have a positive impact on employee performance. The role conflict affects performance positively. The working environment has no performance effect. The effect of role conflicts on performance by job satisfaction is indirect. The working environment has an indirect effect on performance by job satisfaction.*

KEYWORDS -Role Conflict, Work Environment, Job Satisfaction, Employee Performance

I. INTRODUCTION

Each organization has its own asset which contains two main components – labor and capital. Capital is so important to the success of the organization while labor is essential to it. Employees with their knowledge and skills do not guarantee the success of the organization. It is how well they use and apply their knowledge and skills in performing their work makes the difference[1]. Employee performance is essential to the success or failure of the organization. It is affected by a number of factors, which come from both inside and outside the organization such as leadership, earning, promotion opportunities, work environment, employee-employer relationship, leadership commitment, employee involvement, type of organization, etc. Human resources management scholars have conducted many studies that help expand the understandings of the factors that impact employee performance[2].

It is important to learn the link between employment performance, people and situation factors to better understand the effectiveness of work. Employment performance is a very significant factor affecting any organization's profitability[3]. For organizations, performance is important because performance of employees leads to business success. Performance is also important for people, as it can be a source of satisfaction to achieve tasks. Employment performance can be defined as comportements or activities to fulfill the objectives of the organization[4]. The performance is a result of a person or group's work at a specific time in an organization that reflects how well the employee or group qualifies for the task of achieving its goal. Various factors may influence the work performance of the employee, including equipment, a working physical environment, meaningful work, Standard operating procedures, good or poor system awards, performance expectations, performance feedback, knowledge, abilities and attitudes. The physical working environment and its influence have been extensively studied, as the environment can prevent, intervene or set limits on the range of working behaviour, which in turn can affect task performance[5].

The constant interaction between an individual and other people is called the socialization process. It is in this process that an individual assumes a role, position, status, or responsibility that is required or demanded for a particular context[6]. In the organizational context, for example, an individual can assume a role that requires him/her to act as supervisor, and at the same time, he/she can act as subordinate to another area, and so his/her responsibilities will be different for each one of the positions[7]. A role conflict, described as a disagreement or difference in role expectations, may arise as a result of multiple relationships with different role partners and can create problems when fulfilling role demands. Middle-level managers coordinate and collaborate on the work of several groups (superiors, co-workers, subordinates, external stakeholders and clients, etc[8]. They play a dual role in balancing the conflicting demands of each group and can work under pressure, pressure, and pressure). stress as a matter of course and their frontier position. As the number of roles

expected of middle-level managers increases, role conflict and role ambiguity occurs. So that will ultimately have an impact on satisfaction and the resulting performance[9].

Work environment is an essential component when employees perform work activities. By paying attention to a good work environment or creating working conditions that stimulate motivation, it will influence the employee's enthusiasm or passion for working. Each company must have a way or a supporting factor for the company's success and progress[10]. There are several factors related to the organizational environment, one of which is employee relations. In employee relationship there are two relationships, namely the relationship as an individual and the relationship as a group. Relationship as individuals is motivation obtained by an employee that comes from co-workers and superiors. It becomes a motivation if the relationship between employees and colleagues is harmonious[11].

Based on the above explanation, this study analyzes the effects on employee performance of the working environment and the role conflict. The satisfaction variable plays a mediating role among the working environment and the role of performance conflicts in this study. The aim is to see whether the satisfaction variable has an indirect effect. Employment satisfaction and performance in several countries, including in Indonesia, are two things which receive more attention in different studies[12]. For many decades, the relationship between satisfaction and performance has been studied. In the past, behavioral studies, Hawthorne Studies in 1930 and a certain movement of human relationships fostered a relationship between employee attitudes and performance. It is an important determinant of organizational performance and efficiency due to job satisfaction and performance. Increased satisfaction of employees has a more qualified effect on performance with the high expectations of the organization. In order to do this, it needs appropriate skill, a good working environment and equitable compensation for the work [13].

II. LITERATUR RIVIEW

Performance

According to the behavioral approach in management, performance is the quantity or quality of something produced or services provided by someone who does the work. Performance is the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and contributes to the economy[14]. Based on this explanation, employee performance is the final result achieved by someone who does the work. Performance is the final result of human activities related to organizational tasks[15]. There are several factors that affect employee performance. Employee performance is influenced by several factors, which are quality of work, quantity of work, job knowledge, teamwork, creativity, innovation, and initiative. Quality of work is the goodness of work created by an employee that can be seen in terms of accuracy and neatness of work, and also skills and abilities. On the other hand, the quantity of work represents the amount of workload or the amount of work that must be completed by an employee. Measured from the ability in achieving targets or from the work outcomes[16]. Job knowledge is the ability of employees to understand things relating to the tasks they are assigned to. Moreover, teamwork and creativity see not only how employees work with others in completing a job, but also the ability of an employee to complete his work in his own way or initiative. Lastly, innovation, which is the ability to create new changes for the improvement of the organization[17].

Role of Conflict

There are two types of role conflict defined by. The first type is that when an individual norm represents a behavior that is immoral, improper, and unethical by the standard of second's norms. The second type of role conflict is the inability of persons to perform two tasks at once that may cancel first role or defeat the first role[18]. According to role conflict is "the dimensions of congruency- incongruence or compatibility incompatibility in the requirements of the role" state the four types of role conflicts result from incompatible messages and pressures from the person's role set[19]. Low level of job satisfaction and decrease confidence in superior and in the organization is due to high level of role conflicts[20]. Role conflict is more a case of choosing between clear but incompatible alternatives. Role conflict is a feeling of being torn in multiple directions, unable to find a way to make every role partner satisfied. The people feel role conflict when they confronted with different role expectation[21]

Work Environment

A work environment is described as both the physical and emotional aspect surroundings of the workplace that drive commitment, productivity and employees' satisfaction. A conducive work environment plays a vital role in stimulating employees' job satisfaction, especially in the health-care industry which is plagued with incessant strike actions because of the poor work environment[22]. Such a physical and emotional surrounding defines the working conditions, employee rights, employee voice, safe conditions of work, cooperative team members and friendly supervisor among others[23]. It comprises two larger spectrums: work and context. Work consists of all the features of jobs and task activities such as training, autonomy, sense of accomplishment on the job, a variety of tasks and internal value for tasks[24]. The other dimension of work environment and employees' satisfaction is context. In the broad view, work environment entails employees'

safety, job security, good working relationship among employees, recognition for best effort and performance, greatly inspired for performing well and effective involvement in decision-making processes of the organisation[25].

Job Satisfaction

An employee's job satisfaction can be affective and cognitive. Affective job satisfaction is the extent of pleasurable emotional feelings that an individual has about diverse dimensions of his/her job situation[26]. On the other hand, cognitive job satisfaction is the extent of an employee's perception, feelings and responses, with particular aspects of their jobs, such as pay, pension arrangements, working hours and numerous other aspects of their jobs[27]. In general, most definitions cover the emotional feeling an employee has concerning their job. This could be the job in general or their attitudes towards specific features of it, such as: their colleagues, salary or working conditions. In addition, the extent to which work outcomes meet or exceed expectations may determine the level of job satisfaction[28].

Based on the explanation above, the proposed hypothesis is:

- H1: Role of conflict has a negative impact on satisfaction.
- H2: The working environment affects satisfaction positively.
- H3: The positive effect on performance is satisfaction.
- H4: The role of conflict on performance has a negative impact.
- H5: The work environment has a positive performance effect.
- H6: The relationship of influence of the role conflict on performance can be mediated with satisfaction.
- H7: The relationship of the work environment influence on performance can be mediated through satisfaction.

III. METHODOLOGY

This investigation is a quantitative explanatory study. This research was done on the sampling technique used, namely accidental sampling[21], of the PT Alpha Sistem Kreasi employees. In this study, 60 PT Alpha Sistem Kreasi employees sampled. Measure the research variables using a closed and structured research questionnaire tool with an interval scale[18]. The analyzes of data in this research are the Structural Equation Model (SEM) with the alternative Partial Least Square. Use the alternative PLS method because it is based on predictive measures with variable indicator non-parametric properties using the WarpPLS 7.0 statistics[1].

Table I Indicator of Variable

Variabel	Indicator
Role Conflict	Incompatibility of duties with responsibilities
	Conflict with superiors
	Mismatch of responsibility with authority
	Conflict with coworkers
	Incompatibility of tasks with individual principles
Work Environment	Room Coloring
	Cleanliness
	Exchange Air
	Security
	Noise
	Relationship Between Employee
Performance	Relationship With Superiors
	Quality of work
	Working quantity
	Cooperation
	Responsibility
Satisfaction	Initiative
	Nature of work
	Supervision
	Current pay
	Promotion opportunities
	Relationship with coworker

IV. RESULT AND DISCUSSION

Outer Model

Table II Result Convergent Validity Test

Variable	Indicator	Loading Factor > 0.60
Role Conflict	RO1	0.639
	RO2	0.889
	RO3	0.852
	RO4	0.853
	RO5	0.818
Work Environment	WE1	0.812
	WE2	0.893
	WE3	0.930
	WE4	0.736

Variable	Composite Reliability Coefficients	Cronbach's Coefficients	Alpha
Role Conflict	0.922	0.899	
Work Environment	0.924	0.897	
Performance	0.949	0.931	
Satisfaction	0.920	0.888	

Performance	WE5	0.649
	WE6	0.739
	WE7	0.760
	P1	0.865
	P2	0.937
Satisfaction	P3	0.953
	P4	0.738
	P5	0.733
	S1	0.827
	S2	0.938

	WE	RO	P	S
WE	0.794	0.687	0.607	0.569
RO	0.638	0.842	0.796	0.664
S	0.507	0.796	0.889	0.729
P	0.649	0.764	0.703	0.836

S3	0.940
S4	0.709
S5	0.839

According to table I, the value of each indicator's loading factor is greater than 0.6. All indicators are therefore declared valid.

Table III Result of Discriminant Validity Test

The AVE value is higher than the correspondence of variables based on table II. This validity is then fulfilled.

Table IV Result of Construct Reliability Test

The composite reliability value is higher on table II than the alpha value of Cronbach. so reliability is fulfilled

Inner Model

Table V Result of Model Fit Test

Index	Result
APC	P-value 0.001 < 0.05
ARS	P-value 0.0009 < 0.05
AVIF	2.775 < 5

The P-value of Average Paths Coefficient (APC) based on Table IV is 0.001 < 0.05 (model fit). P-valueAverage of R-squared (ARS) 0.0009 < 0.05 (model fit). 2.775 < 5 is value of Averageblock VIF (AVIF) (model fit).

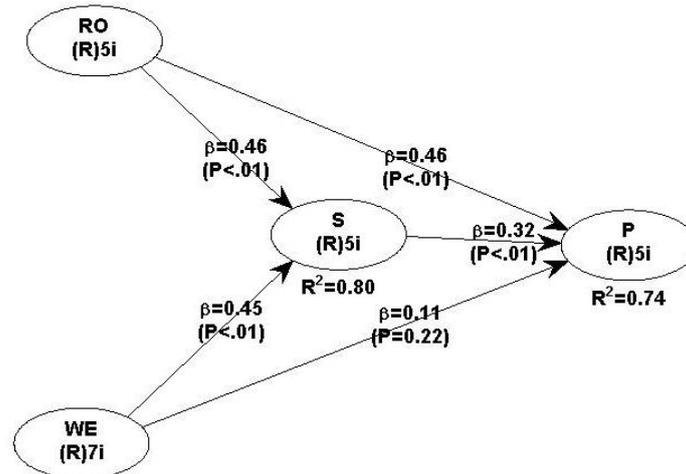


Figure 1 Partial Least Square Test

Table VI Result of Hypotheses

The Effect	Coefficient and P-value	Result
RO→S	0.46, 0.001 < 0,05	Rejected
WE→S	0.45, 0.001 < 0,05	Accepted
S→P	0.32, 0.001 < 0,05	Accepted
RO→P	0.56, 0.001 < 0,05	Rejected
WE→P	0.11, 0.220 > 0,05	Rejected
RO→S→P	0.147, 0,036 < 0,05	Accepted
RO→S→P	0.149, 0,014 < 0,05	Accepted

Role of conflict impact on satisfaction

The role variable has a coefficient of 0.46 and a P value of 0.001 < 0.05, depending on the results of the partial least square test. The effect on satisfaction of the role of conflict is positive. This result contradicts the hypothesis made when Role Conflict has negative affects satisfaction. Respondents frequently work in different roles depending on their leaders' direction. However, when the job is given, this is a challenge that will strengthen employees' skills to make them feel better satisfied when the work is completed as they can operate in all conditions[29].

The working environment affects satisfaction

The working environment variable has 0.45 coefficient and a P-value of 0.0001 < 0.05 based on partial least sqare results. A positive effect on satisfaction can be found in the working environment. In order to create a sense of pleasure and comfort while working in an office the company has experienced directly all the facilities provided by the employees. Furthermore, job satisfaction factors such as challenging work, suitable rewards, supportive working conditions, supporting employees, personality at work. The working environment can be defined in supporting working conditionsThe positive effect on performance is satisfaction[30].

Theeffect on performance is satisfaction.

The coefficient of a satisfaction variable is 0.32, with a p-value of 0.001 < 0.05, based on results of the partial least square test. Satisfaction to have a positive impact on employee performance. Job satisfaction is an attitude towards a person's job, which shows how many workers receive the awards and how much they think they should receive. There is a mutual relationship between performance and satisfaction. It is stated, on the one hand, that satisfaction at the job leads to higher performance, to more productive employees and, on the other, to satisfaction at the job performance, to more productive employees. The saving is, the happier staff are, the better and vice versa the results[31].

The role of conflict on performance impact

The coefficient value was 0.56 with P-value 0.001 < 0.05 based on the results of the partial less quadratic test. It can therefore be concluded that the role conflict affects performance positively. This result contradicts the suggestive hypothesis, namely that performance is adversely affected by role conflict. When people face different roles, employees are prepared to accept and do what their leaders have assigned. The abilities to work outside of his position are also supporting this. There will also be no problem, if you have to work outside the field you have, because employees can cope with all pressures and the performance will also stay consistent[32].

The work environment has a positive performance effect

The coefficient value is 0,11 with a p-value of 0,220 > 0,05 based on results of the partial least square test. It can therefore be concluded that the working environment has no performance effect. This outcome conflicts with the proposed hypothesis of a positive performance effect for the working environment. The business environment is a condition that employees experience directly. This does not, however, affect performance, because there are other factors such as company targets and demands that always require optimal functioning[33].

The relationship role conflict on performance mediated with satisfaction

The coefficient value is 0.147 with P-value 0.037 < 0.05 based on partial least square indirect-effect test results. These results show that the effect of role conflicts on performance by job satisfaction is indirect.

The relationship of the work environment on performance mediated through satisfaction

The coefficient value is 0,149 with a P-value of 0,014 < 0,05 on the basis of the results of the partially least square indirect effect tests. These results show that the working environment has an indirect effect on performance by job satisfaction

V. CONCLUSION

The end of this investigation, the effect on satisfaction of the role of conflict is positive. A positive effect on satisfaction can be found in the working environment. Satisfaction to have a positive impact on employee performance. The role conflict affects performance positively. The working environment has no performance effect. The effect of role conflicts on performance by job satisfaction is indirect. The working environment has an indirect effect on performance by job satisfaction.

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