



## **THE EFFECT OF ROLE CONFLICT AND ROLE AMBIGUITY ON EMPLOYEE INDIVIDUAL PERFORMANCE AND JOB STRESS AS INTERVENING VARIABLES**

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### **ABSTRACT.**

The problem in this research is which variable is the most dominant among the variables of role conflict, role ambiguity, job stress that affect employee performance? The purpose of this study was to determine the most dominant variables among the variables of role conflict, role ambiguity, job stress that affect employee performance. The research is included in the category of causal research using a quantitative approach. Causal research is research that wants to see whether a variable that acts as an independent variable has an effect on other variables being dependent. The target population in this study were permanent employees of PT. Nusanantara II Tanjung Morawa Plantation, totaling 104 people. The sample in this study was 73 people. From the results of the study, it can be concluded that Role Conflict has a positive and significant impact on the Individual Performance of PT Perkebunan Nusantara II Tanjung Morawa employees. Role ambiguity has a positive and significant impact on the individual performance of PT Perkebunan Nusantara II Tanjung Morawa employees. Work stress has a positive and significant effect on the individual performance of employees at PT Perkebunan Nusantara II Tanjung Morawa. Role conflict has a positive and significant effect on work stress at PT Perkebunan Nusantara II Tanjung Morawa. Role ambiguity has a positive and significant effect on work stress at PT Perkebunan Nusantara II Tanjung Morawa. Role Conflict on Employee Individual Performance through Job Stress has no significant effect.

**Keywords:** Role Conflict, Role Ambiguity, Employee Individual Performance, Job Stress



## **INTRODUCTION**

Human resources or employees provide an important role in achieving goals for the company. This requires companies to always try to find ways and policies effective way to improve employee performance. One effort can be done by carrying out employee performance appraisals. Human resources are the central figure in the company because in the absence of professional/competitive employees, the company cannot carry out its activities optimally (Liawandy, Indarti, & Marzolina, 2014)

Employees are the only asset that cannot be duplicated and imitated by other humans because essentially each person is a unique creature created by the Supreme Creator with different characteristics (Liawandy et al., 2014). Saying companies need employees who have high performance and are able to work better and faster, this means that companies need human resources who are reliable and able to work well according to their abilities. According to Douglas B (2000) quoted from the Journal (Fahmiswari & Dharmadiaksa, 2013).

Performance in the organization is the answer to the success or failure of the company's goals that have been set. Bosses or managers often don't pay attention, unless it's gone really bad or things have gone awry. Too often managers do not know how bad performance is and so companies face serious crises (Lindawati & Salamah). Individual performance refers to individual work performance which is regulated based on standards or criteria that have been set by an organization, according to Cecilia (2006) quoted from (Lindawati & Salamah).

Saying that individual performance is the level of success of a person as a whole during a certain period in carrying out tasks compared to various possible work outcomes, targets, targets or criteria that have been determined in advance and have been mutually agreed upon. According to Iryani (2009) quoted from the Journal (Fahmiswari & Dharmadiaksa) , 2013).

Basically, employee performance is a complex process, both from the employee's personal self and from the company's strategic efforts (Utomo & Nugroho, 2014). Employee performance is a result achieved by workers in their work according to certain criteria that apply to a job (Utomo & Nugroho, 2014).

From various studies that have been conducted, changes in organizational environmental conditions both internally and externally can directly or indirectly lead to Role Conflict, Role Ambiguity and work stress that can reduce employee performance (Nur, Hidayati, & Maria, 2016).

A company which has employees whose performance is good, it is likely that the company's performance is also good, so in this case there is a very close relationship



between individual employee performance and company performance (Nur et al., 2016). To improve the quality and quantity of employee work, companies must be able to work with employees and be responsible, for example, making a letter an employee must be responsible for the letter, especially those who use letterhead and stamps, the employee must interfere with the responsibility for the letter by placing a code on the letterhead. the left-hand end of the letter.

Employee performance improvement can be achieved in several ways, for example through the provision of appropriate compensation, motivation, as well as in terms of the personality of each employee. In addition, a comfortable work environment and motivation are basically the rights of employees and the obligation of the company to support the contributions of its employees in order to achieve the goals that have been determined.

This company really needs a better employee performance appraisal so that the company can run well too. Performance appraisal can be done by analyzing the factors that affect employee performance, so that it can be seen which factors are more influential in improving employee performance at the PTPN II Tanjung Morawa company. Assessment of individual employee performance is increasingly important when the company will reposition employees.

There are many factors that can hinder the performance of an employee in a company, one of which is the role ambiguity factor. Role ambiguity arises when employees do not have information or knowledge that is clear enough to carry out a job or task (Nur et al., 2016).

Employees are required to be able to work more optimally and be able to complete within the time limit set by the company. The excessive workload causes collisions or pressures that occur on him which can cause stress for employees (Wibowo & Rahardja, 2015). Companies must try to motivate employees to be able to overcome these pressures so that they do not become problems within the company that will hinder employee performance. Because conflicts that occur between superiors and employees and employees who are given jobs that exceed their ability limits cause employees to be more stressed, it will hamper employee performance, especially employees who are in the field being pressured by their members and others.

In order for the company to compete, it is necessary to increase the quality of employees so that the company's productivity can increase. As is known that employees who work at PT. Perkebunan Nusantara II Tanjung Morawa consists of several interconnected parts and from these several parts there are many differences that exist within the company ranging from differences of opinion, working conditions,

quality of supervision, task challenges to differences in positions and salaries.

PT. Perkebunan Nusantara II Tanjung Morawa, is trying to plan in a planned way to solve various problems regarding role conflict, role ambiguity and also employee work stress. Currently PT. Perkebunan Nusantara II Tanjung Morawa has employees with human resources (HR) who come from different backgrounds and with various fields of work. From all fields of work, each employee is required to meet the company's needs in accordance with the company's vision and mission, namely to create and enhance cooperation by prioritizing trust to provide optimal value. Employees are required to be able to maximize and be able to complete work within the time limit determined by the company, this is what employees of PT. Nusantara II Tanjung Morawa plantation which tends to lead to role conflicts.

There are factors that affect the level of employee performance, namely work stress caused by role conflict and role ambiguity, according to Habibullah and Apriyani (2009) taken from the journal (Yasa, 2007). From the results of observations of phenomena that occur in employees at PT. It is suspected that the Nusantara II Tanjung Morawa Plantation still needs to be managed properly due to indications of declining employee morale and employees' not being on time.

## **RESULTS AND DISCUSSION**

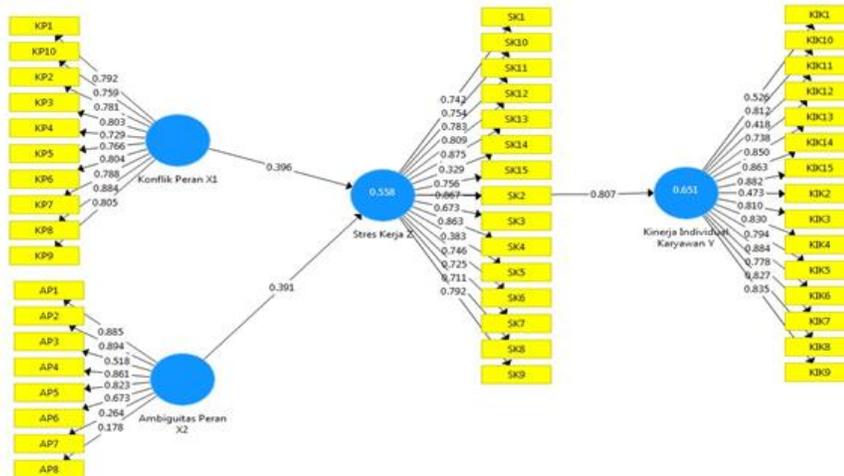
### **3.1. Research result**

This research was conducted at PT Perkebunan Nusantara IITanjung Morawa. In this study, the authors made data processing in the form of a questionnaire consisting of 10 statements for the variable X1, 8 statements for the variable X2, 15 questions for the variable Z, and 15 questions for the variable Y, which the X1 variable is role conflict, the X2 variable is role ambiguity, the Z variable is work stress, the Y variable is Employee Individual Performance. This questionnaire was given to 73 respondents as research samples using a Likert scale in the form of a checklist.

### **3.2. Analysis Requirements**

Data analysis in this study used the Structural Equation Model Partial Least Square (SEM-PLS). As an alternative to covariance based SEM, the variance based or component based approach with analysis-oriented PLS shifts from testing causality/theory models to component based predictive models. Structural model testing in PLS is carried out with the help of Smart PLS ver software. 3 for Windows. The following are the results of the structural model formed from the formulation of the

problem:



**Figure 1.** Results of the PLS Structural Model

There are two group stages to analyze SEM-PLS, namely the analysis of the measurement model (outer model), namely (a) convergent validity; (b) construct reliability and validity; and (c) discriminant validity and structural model analysis (inner model), namely (a) coefficient of determination (r-square); (b) f-square; and (c) hypothesis testing (Hair, Hult, Ringle, & Sarstedt, 2014).

## ANALYSIS PARTIAL LEAST SQUARE.

### 4.1. Measurement Model Analysis (Outer Model)

Analysis of the measurement model analysis (outer model) uses 2 tests, including: (1) Construct reliability and validity and (2) Discriminant validity following the test results.

#### a. Construct reliability and validity

Construct validity and reliability is a test to measure the reliability of a construct. The reliability of the construct score should be high enough. The composite reliability criteria are  $>0.6$  (Juliandi, 2018).



**Table 1.** Composite Reliability

<i>Composite Reliability</i>	
X1	0.944
X2	0.860
Y	0.954
Z	0.945

The conclusion of the composite reliability test is as follows:

- 1) Role Conflict Variable (X1) is reliable, because the composite reliability value of Role Conflict (X1) is  $0.944 > 0.6$
- 2) The Role Ambiguity Variable (X2) is reliable, because the composite reliability value of Role Ambiguity (X2) is  $0.860 > 0.6$
- 3) Work Stress Variable (Z) is reliable, because the composite reliability value of Work Stress (Z) is  $0.945 > 0.6$
- 4) Employee Individual Performance Variable (Y) is reliable, because the composite reliability value of Employee Individual Performance (Y) is  $0.954 > 0.6$ .

#### 4.2. Discriminant Validity

Discriminant validity is the extent to which a construct is completely different from other constructs (a construct is unique). The best new measurement criteria is to look at the Heretroit-Monotrait Ratio (HTMT) value. If the HTMT value is  $< 0.90$ , then a construct has good discriminant validity (Juliandi, 2018).

**Tables 2.** Heretroit-Monotoroit Ratio (HTMT)

	<i>Heretroit-Monotoroit Ratio (HTMT)</i>			
	X	X2	Y	Z
X1				
X2	0.929			
Y	0.845	0.777		
Z	0.744	0.839	0.701	



The conclusion of the Heretroit-Monotrait Ratio (HTMT) test is as follows: (1) Variable X1 (Role Conflict) to X2 (Role Ambiguity) has a Heretroit-Monotrait Ratio of  $0.929 > 0.90$ , meaning that the discriminant validity is good, or completely different from another construct (construct is unique); (2) Variable X1 (Role Conflict) to Y (Employee Individual Performance) Heretroit Monotrait Ratio value  $0.845 > 0.90$ , meaning that the discriminant validity is good, or completely different from other constructs (the construct is unique); (3) variable X2 (Role Ambiguity) to Y (Employee Individual Performance) Heretroit Monotrait Ratio  $0.777 > 0.90$ , meaning that the discriminant validity is good or completely different from other constructs (the construct is unique); (4) Variable X1 (Role Conflict) to Z (Work Stress) has a Heretroit Monotait Ratio of  $0.744 > 0.90$ , meaning that the discriminant validity is good or completely different from other constructs; (5) Variable X2 (Role Ambiguity) to Z (Work Stress) has a Heretroit Monotrait Ratio of  $0.839 > 0.90$ , meaning that the discriminant validity is good, or completely different from other constructs; (6) Variable Y (Employee Individual Performance) to Z (Work Stress) Heretroit Monotrait Ratio value  $0.701 > 0.90$ , meaning that the discriminant validity is good, or completely different from other constructions (the construct is unique).

#### 4.3. Structural Model Analysis (Inner Model)

Structural model analysis aims to analyze the research hypothesis. There are at least two parts that need to be analyzed in this model, namely: the coefficient of determination and hypothesis testing.

##### a. Coefficient of determination (R-square)

R-Square is a measure of the proportion of variation in the value of the affected variable (endogenous) which can be explained by the variable that influences it (exogenous). This is useful for predicting whether the model is good/bad (Juliandi, 2018). The criteria for the R-Square are:

- (1) if the value of 2 (adjusted) = 0.75 → the model is substantial (strong);
- (2) if the value of 2 (adjusted) = 0.50 → the model is moderate;
- (3) if the value of 2 (adjusted) = 0.25 → the model is weak (bad) (Juliandi, 2018)

**Table 3. R-Square**

	R-Square	R-Square Adjusted
X	0.841	0.834
Z	0.553	0.541



**b. F-Square**

Measurement of F-Square or  $f^2$  effect size is a measure used to assess the relative impact of an influencing variable (exogenous) on the affected variable (endogenous). The measurement of  $f^2$  (f-square) is also called the effect of changing  $f^2$ . That is, changes in the value of  $f^2$  when certain exogenous variables are removed from the model can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct (Juliandi, 2018).

The F-Square criteria according to (Juliandi, 2018) are as follows: (1) If the value of  $f^2 = 0.02$  → Small effect of exogenous variables on endogenous variables; (2) If the value of  $f^2 = 0.15$  → Moderate/moderate effect of exogenous variables on endogenous variables; and (3) If the value of  $f^2 = 0.35$  → The large effect of the exogenous variable on the endogenous.

**Table 4.** F-Square

	X	Y	Z
X1		0.005	0.120
X2		0.702	0.119
Y			
Z		0.013	

Based on table 4 above, it is known that: (1) Variable X1 (Role Conflict) to Y (Employee Individual Performance) has a value of  $f^2 = 0.005$ , hence the small effect of exogenous variables on endogenous variables; (2) Variable X2 (Role Ambiguity) to Y (Employee Individual Performance) has a value of  $f^2 = 0.702$ , so the moderate effect of exogenous variables on endogenous variables; (3) Variable X1 (Role Conflict) to Z (Work Stress) has a value of  $f^2 = 0.120$ , hence the small effect of exogenous variables on endogenous variables; (4) Variable X2 (Role Ambiguity) to Z (Work Stress) has a value of  $f^2 = 0.119$ , so the effect is moderate/moderate from exogenous to endogenous variables; (5) Variable Z (Work Stress) to Y (Employee Individual Performance) has a



value of  $2 = 0.013$ , then the effect is moderate/moderate from exogenous variables to endogenous.

## **CONCLUSION.**

Based on the results of research and discussion that have been stated previously, conclusions can be drawn from research on the effect of Role Conflict and Role Ambiguity on Individual Employee Performance through Work Stress at PT Perkebunan Nusantara IITanjung Morawa. Based on the analysis and discussion of the research results, the researcher concludes as follows: Role Conflict has a positive and significant effect on Individual Performance of Employees of PT Perkebunan Nusantara II Tanjung Morawa, Role Ambiguity has a positive and significant impact on Individual Performance of Employees of PT Perkebunan Nusantara IITanjung Morawa, Job Stress has a positive and significant effect on the Individual Performance of Employees at PT Perkebunan Nusantara II Tanjung Morawa, insignificant effect. Based on the conclusions above, in this case the author can suggest the following: 1) It is better if the employee role conflict given by the company is more equipped to make it easier for employees to work. 2) It is better that the ambiguity of the role of PT Perkebunan Nusantara II Tanjung Morawa employees should be paid more attention to the work regulations so that employees comply with the regulations set by the company. 3) It is recommended that the work stress of employees of PT Perkebunan Nusantara II Tanjung Morawa be further increased so that the individual performance of employees can also increase, so that the company can achieve the expected goals. 4) In improving the Individual Performance of Employees.

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