

The Effect of Work Role Conformity and Role Conflict on the Performance of Administrative Employees at State Vocational Schools in Buleleng Regency

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ABSTRAK

Masalah yang sering muncul adalah konflik peran. Adanya konflik peran dalam suatu instansi tentunya sangat mempengaruhi kinerja pegawainya. Konflik peran dapat terjadi karena perbedaan komitmen, bahasa komunikasi yang tidak tepat, karakter, etika dan perilaku individu dalam berinteraksi dalam hubungan sosial dan adanya persaingan kerja. Tujuan penelitian ini yaitu menganalisis pengaruh kesesuaian peran kerja dan konflik peran terhadap kinerja pegawai tata usaha di SMK Negeri di Kabupaten Buleleng. Jenis penelitian ini adalah penelitian kuantitatif *ex-post facto*. Subjek dalam penelitian ini adalah pegawai administrasi sedangkan objek penelitian ini adalah kesesuaian peran kerja, konflik peran dan kinerja pegawai administrasi. Populasi dalam penelitian ini adalah seluruh pegawai administrasi yang berjumlah 195 responden dengan rumus perhitungan rumus Slovin. Teknik pengumpulan data menggunakan metode kuesioner yang diisi melalui Google Form dengan sistem Proportional Random Sampling. Teknik analisis data menggunakan Uji Analisis Jalur. Hasil penelitian menunjukkan: pertama, Kesesuaian peran kerja dan konflik peran berpengaruh langsung positif dan signifikan terhadap variabel kinerja karyawan. Kedua, Kesesuaian peran kerja terhadap konflik peran administratif menunjukkan Kesesuaian Peran Kerja berpengaruh langsung positif dan signifikan terhadap Konflik Peran. Ketiga Kesesuaian peran kerja terhadap kinerja pegawai tata usaha menunjukkan Konflik Peran berpengaruh langsung positif dan signifikan terhadap performa. Keempat, Konflik peran terhadap kinerja pegawai tata usaha karena variabel Konflik Peran berpengaruh langsung positif dan signifikan terhadap pegawai kinerja.

ABSTRACT

The problem that often arises is role conflict. The existence of role conflict in an agency certainly dramatically affects the performance of its employees. Role conflicts can occur due to differences in commitment, inappropriate communication language, character, ethics, and individual behavior in social relationships and job competition. The purpose of this study is to analyze the effect of work role suitability and role conflict on the performance of administrative employees at State Vocational Schools in Buleleng Regency. This type of research is *ex-post facto* quantitative research. The subjects in this study were administrative employees, while the object of this study was the suitability of work roles, role conflicts, and performance of administrative employees. The population in this study were all administrative employees totaling 195 respondents with the Slovin formula calculation formula. The data collection technique used a questionnaire method which was filled in via Google Forms with a Proportional Random Sampling system. The data analysis technique used Path Analysis Test. The results of the study show: first, work role congruence and role conflict have a positive and significant direct effect on employee performance variables. Second, the suitability of work roles to administrative role conflicts shows that the suitability of work roles has a positive and significant direct effect on role conflicts. Third, the suitability of work roles on the performance of administrative employees shows that Role Conflict has a positive and significant direct effect on performance. Fourth, role conflict on administrative employee performance because the Role Conflict variable has a positive and significant direct effect on employee performance.

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1. INTRODUCTION

Employee performance and appropriate employee work roles greatly affect the success of an agency in achieving its goals. Performance, which is called performance, is an achievement of work performance, which is evidence of work results that are actually in accordance with existing work standards (Davidescu et al., 2020; Yuliandi & Tahir, 2019). The role of employees as human resources is needed to determine the success of the establishment of a company. Employees become very important because they can generate additional value for the company (Karim et al., 2019; StalmaĽ'ekovĀ' et al., 2017). It makes the role and function of an employee aim to help facilitate productivity, maximize performance, and utilize time effectively. Suppose employees do not work productively and inefficiently (Maden-Eyiusta & Alten, 2021; Ramanda et al., 2016). In that case, employees are no longer the most important capital for the company but become an obstacle for the company, such as employees at work procrastination behaviour. An agency will seek to improve employee performance to achieve its goals based on the vision and mission that has been agreed upon by the agency. When the suitability of work roles has been implemented, the work will undoubtedly run smoothly, regularly and measurably so that the performance of employees will be in line with expectations (Karim et al., 2019; Maden-Eyiusta & Alten, 2021). However, in an employee's career journey, of course, it does not always run smoothly, there will always be problems.

The problem that often arises is the role conflict. The existence of a role conflict in an agency certainly greatly affects the performance of its employees (Lonteng et al., 2019; Moreira et al., 2019). Role conflicts can occur due to different commitments, inappropriate communication language, character, ethics and individual behaviour interacting in social relationships and the existence of job competition. Many employees who become human resources in a company, institution, office, service, organization or agency of course experience this. Administrative staff are education staff employees who work on the school administration sub-section, including school finances. Therefore, that human resources must be competent and meet the standard criteria (Elizar & Tanjung, 2018; Rosmaini & Tanjung, 2019). The work roles or tasks assigned are in accordance with the main tasks and functions that have been determined (Bensidoun & Trancart, 2018; Yperen et al., 2016). Judging from the view (Schermerhorn et al 2005:344) which states that role conflict is a mismatch between two or more members in an agency who have different status, goals, values or perceptions. The existence of suitability of work roles is inevitable a role conflict.

Based on the description above, several previous studies related to this study are going to explain here. The results of the study found that the suitability of tasks performed by employees had a positive impact on job satisfaction and employee performance (Cleophas & Zwinderman, 2020). The results of the study, that there was a negative and significant influence between dual role conflicts on the performance of employees of PT Bank Mandiri (Persero) Tbk Jember Branch (Silfiana, 2016). The higher the dual role conflict felt by the employee, the employee's performance would decrease. Other research showed that the research analysis used was multiple linear regression. In relation to role conflict, the results of the t test at a significance level of 0, 05 explains that partially (individual) role conflict variables, and role ambiguity have a negative and significant influence on employee performance variables. While the results of the F test at a significance level of 0.05 explains that the variables of role conflict, role ambiguity and job stress have a positive influence simultaneously (together) on employee performance (Nur et al., 2016). Moreover, the results obtained were; Clarity or suitability of roles had a positive effect on employee performance (Parhusip et al., 2020). This showed that the level of clarity of roles or the suitability of roles received by employees from the institution does not affect the performance of these employees.

Conflict cannot be avoided in an organization, agency or company even though it already has competent human resources and has work roles that are in accordance with their respective fields (Chen et al., 2019; Lonteng et al., 2019). Every company always expects its employees to have achievements because having outstanding employees will make an optimal contribution to the company, and of course, the company's performance will also increase (Indiyaningsih et al., 2020; Priska et al., 2020). Employee performance is how employees work in a company during a specific period. For a company with employees whose performance is likely good, the company's performance is also good, so in this case, there is a very close relationship between individual performance (employees) and company performance. To improve the quality and quantity of employee work, companies must work together with employees. On the other hand, an impact that arises from improving the quality of employee performance is the emergence of role conflicts. Therefore, this study was conducted to analyze the effect of work role suitability and role conflict on the performance of administrative employees of State Vocational Schools in the Buleleng Regency.

2. METHODS

This type of research is ex-post facto quantitative research. The research location was a State Vocational School located in Buleleng Regency, Bali. The subjects in this study were administrative

employees while the object of this research was the suitability of work roles, role conflicts and performance of administrative employees. The population in this study were all administrative employees totalling 195 respondents with the Slovin formula calculation formula. The data collection technique used a questionnaire method filled in via Google Form with a Proportional Random Sampling system. The data analysis technique used Path Analysis Test.

The validity test in this study uses the Pearson product moment method or Product Moment Correlation (KPM) which is a statistical test tool used to test the associative hypothesis (relationship test) of two variables if the data is interval or ratio scale where by doing this test will produce a coefficient value with the degree of confidence (α) of 5%. This decision making is based on the results of testing valid data if the correlation value with the Pearson Product Moment method (r_{count}) > r_{table} . This technique aims to test whether each question item is really able to reveal the factor to be measured. Reliability shows how much a measurement that has been made can provide consistent and stable results when repeated measurements are made on the same subject. Reliability shows the consistency and stability of the value of the results of a certain measurement scale. In this study, the researcher used a reliability test with the Cronbach Alpha coefficient (α). A variable is said to be reliable if it gives a Cronbach Alpha value > 0.60.

Path analysis should be used for conditions that all variables are interval scale; the pattern of the relationship between variables is linear; the residual variables are not correlated with the previous variables and are not correlated with each other; model is unidirectional only. to test the significance level of the established hypothesis, in this study using the t test at $p < 0.05$ or $p < 0.05$. The use of this t test is to test linearly the relationship on the hypothesis that has been set in this study. The path analysis in this study explains that Work Role Conformity (X1) and Role Conflict (X2) both directly and indirectly have an influence on performance (Y). Before testing whether the effect exists or not, each path needs to be tested for significance first. If the path of significance is to calculate the direct and indirect effects.

3. RESULTS AND DISCUSSIONS

Results

In this study, validity test is used to determine the feasibility of the items in a list of questions in defining a variable. If the value of the validity of each answer obtained when providing a list of questions is greater than 0.3, then the question item can be said to be valid (Sugiyono, 2016). The results of the validity test listed showed that all variables in this study which include suitability of work roles (X1), role conflict (X2), and employee performance (Y) are said to be valid because the value of Sig. (2 tailed) < 0.05 alpha value and calculated r value > r table (0.14). Therefore, it can be concluded that the research data has met the validity test and the research data can be used in the next process.

In this study, the reliability test on a research instrument is a test used to determine whether a questionnaire used in collecting research data can be said to be reliable or not. Reliability testing is determined by calculating the amount of Cronbach's alpha, where the instrument can be said to be reliable if it already has a Cronbach's alpha coefficient > 0.60. Based on the results of the instrument reliability test, it can be seen that each of the variables in this study the variables in this study which include work role suitability (X1), role conflict (X2), and employee performance (Y) can be said to be reliable or consistent because each variable has a Cronbach's alpha value greater than 0.60.

The value of the coefficient of determination is delivered 0 and 1. A large value of the coefficient of determination means that the ability of the X1 and X2 variables in explaining the Y variable provides almost all the information needed. The value of R^2 or R^2_{yx2x1} is 0.738. This means that 73.8% of (Y) can be explained by the (X1) and (X2). So that the rest (error) is influenced by other variables which are factors that do not exist in this study, thus error (ϵ) = $(1-0.738) = 0.262$ or 26.2%. Thus, the variables X1 and X2 can be explained in greater detail to Y in this study, such as skills and understanding of tasks carried out by administrative employees. The rest, which is 26.2%, is a variable of external factors that can be explained or associated with variable Y, such as work motivation and work role ambiguity.

The following equation is obtained: $Y = +x_1 + x_2 + e$ where $Y = 517 + 0.208 X_1 + 0.703 X_2 + e$. The interpretation of the equation is the coefficient value for the X1 variable is 0.208. The results of testing the effect of (X1) indicate that the t-count value obtained is 4.080 which is greater than the t-table value = 1.97233. Therefore, it can be said that H_0 is rejected or H_a is accepted. This means that the suitability of work roles has a positive and significant effect on employee performance. Furthermore, a p-value of 0.000 assumes that H_0 is true. The result is p-value < 0.05. This means that the probability value of Sig is less than the probability value of 0.05, meaning that H_0 is rejected and H_a is accepted. Thus, the work role suitability variable (X1) has a positive and significant direct effect on employee performance (Y) of 0.208.

The results of testing the influence of the (X2) show that the t-count value obtained is 13,801, where this value is smaller than the t-table value = 1,97233. So it can be said that H_0 is rejected or H_a is accepted.

This means that role conflict has a positive and significant effect on employee performance. Furthermore, a p-value of 0.000 assumes that H_0 is true. The result is p-value < 0.05. This means that the probability value of Sig is less than the probability value of 0.05, meaning that H_0 is rejected and H_a is accepted. Thus, (X2) has a positive and significant direct effect on (Y) of 0.703.

The value of the coefficient of determination is delivered 0 and 1. A large value of the coefficient of determination means that the ability of the X1 variable in explaining the X2 variable provides almost all the information needed. The value of R^2 or $R^2_{x_2x_1}$ is 0.474. This means that 47.4% of the work role suitability variable (X1) can be explained by the role conflict variable (X2). So that the rest (error) is influenced by other variables which are factors that do not exist in this study, thus error (ε) = (1-0.474) = 0.526 or 52.6%. Thus, the variables X1 can be explained in lower detail to X2 in this study.

In the Coefficients table above, you can see the path coefficient values in the standardized coefficients (Beta) column. So that the following equation is obtained: $X_2 = + x_1 + e$ where $X_2 = 1.022 + 0.688X_1 + e$. The interpretation of the equation is that the coefficient value for the X1 variable is 0.688. The conclusion in the structural equation for the path analysis diagram is that the first equation adds up the path coefficient value of (Y) as an endogenous variable, namely $Y = 0.208 + 0.703 + 0.262 = 1.173$. The second equation adds up the path coefficient values of (X2) as an endogenous variable, namely $X_2 = 0.526 + 0.688 = 1.214$. The partial regression test (t test) in table 5, shows that the results of testing the effect of (X1) indicate that the t-count value obtained is 13.185, where this value is smaller than the t-table value = 1.97233. So it can be said that H_0 is rejected or H_a is accepted. This means that the suitability of work roles has a positive and significant effect on role conflict. Furthermore, a p-value of 0.000 assumes that H_0 is true. The result is p-value < 0.05. This means that the probability value of Sig is less than the probability value of 0.05, meaning that H_0 is rejected and H_a is accepted. Thus, the work role suitability variable (X1) has a positive and significant direct effect on role conflict (X2) of 0.688.

The values of the correlation coefficients in the Pearson Correlation column and sig. 2-tailed. If the significance value < 0.05, then it is correlated. On the other hand, if the significance value is > 0.05, then there is no correlation. Based on the significance value of Sig. (2-tailed) in table 4.13, the value of Sig. (2-tailed) between (X1) and (Y) is $0.00 < 0.05$. It means that there is a significant correlation between X1 and Y. Judging from the r-count (Pearson Correlation), the relationship between (X1) with (Y) is 0.692 with a positive value in the strong correlation category based on table 4.12. Therefore, it can be concluded that between the suitability of work roles (X1) and employee performance (Y) there is a strong and positive relationship or correlation. In other words, the greater the suitability of work roles, the higher the performance of employees. Work Role Conformity (X1) on Employee Performance (Y) showed in Table 1.

Table 1. Correlation X2 on Y

		Konflik Peran (X2)	Kinerja Pegawai (Y)
Konflik Peran (X2)	Pearson Correlation	1	.846
	Sig. (2-tailed)		.000
	N	195	195
Kinerja Pegawai (Y)	Pearson Correlation	.846**	1
	Sig. (2-tailed)	.000	
	N	195	195

In the table of correlation coefficients above, it can be seen the values of the correlation coefficients in the Pearson Correlation column and sig. 2-tailed. If the significance value < 0.05, then it is correlated. On the other hand, if the significance value is > 0.05, then there is no correlation. Based on the significance value of Sig. (2-tailed) in table 4.14, the value of Sig. (2-tailed) between (X2) and (Y) is $0.00 < 0.05$. It means that there is a significant correlation between X1 and Y. Judging from the r-count (Pearson Correlation), the relationship between The suitability of work roles (X1) with employee performance (Y) is 0.846 with a positive value for the perfect correlation category based on table 4.12. Therefore, it can be concluded that between role conflict (X2) and employee performance (Y) there is a perfect and positive relationship or correlation. In other words, the higher the role conflict, the higher the employee's performance.

Discussion

This study showed the F-count value obtained is 270.516 (> F-table = 3.89) with a significance value of 0.000. Thus, the work role suitability variable (X1) along with role conflict (X2) has a direct positive and significant effect on employee performance. The results in this study explaining that partially (individual) role conflict variables, and role ambiguity have a negative and significant influence on variables employee performance (Nur et al., 2016; Silfiana, 2016). While the results of the F test at a significance level of 0.05 explains that the variables of role conflict, role ambiguity and job stress have a positive influence

simultaneously (together) on employee performance. Stress concerns the interaction between the individual and the environment, namely the interaction between stimulation and response (Morgan, 2019; Renny, 2020). So a consequence is any action and environmental situation necessary for psychological and physical overload on a person. Stress is a person's emotions that affect thought processes and conditions that impact employee performance (Kusumo, 2019; Siskayanti & Sanica, 2022).

In this study, the work role suitability variable (X1) has a positive and significant effect on role conflict (X2). The results in this study showed that role conflict has a positive and significant effect on work stress, and role conflict has a significant effect on performance with work stress as an intervening variable (Schwepker & Good, 2017; Tziner et al., 2015). Therefore, the higher the suitability of work roles for administrative employees, the higher the role conflicts experienced by administrative employees at State Vocational Schools throughout Buleleng Regency. In this study, the effect of partial work role suitability on employee performance had been obtained that t count was 4.080 greater than t table 1.97233, then Ho was rejected. Thus, it can be concluded that the suitability of work roles partially affects employee performance. Role suitability is very influential on performance and becomes very important in efforts to improve employee performance in a better direction and be able to maintain appropriate communication relationships (Elizar & Tanjung, 2018; Rosmaini & Tanjung, 2019).

In this study, the effect of partial role conflict on employee performance had been obtained that t count was 13,801 greater than t table 1.97233, then Ho was rejected. Thus, it can be concluded that the suitability of work roles partially affects employee performance. Increasing the suitability of work roles and role conflicts simultaneously will improve the performance of administrative employees of SMKN throughout Buleleng Regency. The suitability of work roles to administrative role conflicts has a positive and significant direct effect on role conflicts at State Vocational Schools in Buleleng Regency.

4. CONCLUSION

Work role suitability and role conflict have a positive and significant direct effect on the performance of administrative employees at State Vocational Schools in Buleleng Regency. Increasing the suitability of work roles will increase the role conflict of administrative employees of State Vocational Schools in Buleleng Regency. The suitability of work roles on the performance of administrative employees has a direct positive and significant apparent effect on State Vocational Schools in Buleleng Regency. The performance of administrative employees at State Vocational Schools throughout Buleleng Regency has been carried out properly, orderly, and correctly. Role conflict on the performance of administrative employees has a direct positive and significant effect on the performance of employees at State Vocational Schools in Buleleng Regency. The performance of administrative employees at State Vocational Schools throughout Buleleng Regency has been carried out properly, orderly, and correctly.

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