



## The Importance of Role Ambiguity and Role Conflict in Completing Employee Job Satisfaction

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### ABSTRACT

This study aims to determine the effect of role ambiguity on employee job satisfaction, the effect of role conflict on employee job satisfaction, and the effect of role ambiguity and role conflict on employee job satisfaction. The object of this research is the BUMN (State Owned Enterprise) company PT PLN (persero) UPDL Suralaya. The method used in this study is descriptive quantitative using observation techniques, interviews and through questionnaires given to employees as well as secondary data collection. The analytical tool used to test the hypothesis is IBM SPSS V22. The sampling method used is a saturated sample of 35 respondents. The analysis technique used is instrument test, classical assumption test, multiple linear regression analysis, coefficient of determination, partial t test, and simultaneous F test. Partial research results conclude that there is a positive and significant effect of role ambiguity on Employee Job Satisfaction, and not there is an influence of Role Conflict variables on Employee Job Satisfaction. The results of the study simultaneously show that the value of F count > F table ( 17.200 > 3.285) thus Ho is rejected and Ha is accepted with a significant level of 0.000 < 0.05 so it can be concluded that there is a significant influence between Role Ambiguity (X1) and Role conflict (X2) on Employee Job Satisfaction (Y).

**Keywords :** *Role Ambiguity, Role Conflict, Employee Job Satisfaction*

### INTRODUCTION

Human Resources is an important aspect in a Company, without qualified Human Resources the Company is not will be successful in achieving all its objectives, and Wrong One sign success of one inside company managing Human Resources one of which can be measured using level of job satisfaction employees in it. Job satisfaction is a positive attitude that is obtained by individuals towards their work and this can be influenced by various factors, both internal and external factors when working. Therefore, the benchmark for the success of a company No only from how much big ability company in obtain profit However Also from level satisfaction Work employee, because level satisfaction Work employee can show level well-being and the positive side they have gotten while working at A Company the so that push employee For have high work motivation and will have a positive impact on results Work and performance. However, to get high job satisfaction often company experience difficulty Because various problem Which occur in the Company other than the internal problems of the employees themselves, problems often arise with co-workers and work teams, wage and salary distribution systems, supervisory systems, promotion systems, and job characteristics and environmental dynamics Work often be problem for employees.

Based on description in on, so can concluded that satisfaction Work is factor most important in something organization especially for the welfare of the employees themselves, but to make it happen Job satisfaction itself really requires high cooperation between employees party management And employee That Alone And not seldom Lots companies / organizations that are

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less than optimal in achieving aspects of job satisfaction high for employees. inseparable from PT PLN (Persero) UPDL Suralaya. PT PLN (persero) UPDL SURALAYA is Wrong One State-Owned Enterprises (BUMN) under the auspices of PT PLN (persero) which acts as rimary *Energy & Power Generation The Academy* is a learning center to improve the competence of Human Resources (HR) in the field of generation and Primary Energy starting from primary energy management as well as planning, operating and maintaining power plants that refer to "The best *practices*" and world-class standards in operational unit performance. And is one of naturally including part ofThe largest business entity in Indonesia engaged in electric power, and in which there are employees who work together with various parties including work partners (workers channeled by partners of State-Owned Enterprises (BUMN) to help work operational processes) who also help companies by Because That must needed A satisfaction Work Which tall Which perceived by employees for an organizational success., howeverfact in the field compared upside down, a lot employee Which Not yet capable achieve a high level of job satisfaction.

Based on results observations conducted by researchers for 1 month (30 days) and interviews conducted, at date 29 October 2021 with Supervisors in the Department Learning from PT PLN (persero) UPDL Suralaya can be concluded regarding problems that occur in the company, namely the existence of problems regarding employee job satisfaction. where there is dissatisfaction in the salary distribution system due to inappropriate work assessments, difficult promotion opportunities, work supervision that is not optimal and effective and about doing work with colleagues who are not optimal .

Job satisfaction can be influenced by various factors, both internal and external indicator Which influence satisfaction work among them that is colleague Work And work That Alone. And based on description the can indicated that role ambiguity and role conflict can influence satisfaction Work employee. Role ambiguity occurs because employees do not know description clear about task And not quite enough he replied when carry out work as well as No know in a manner Certain aboutrole in the company. And based on the results of observations and interviews with Supervisor in the Learning Section at PT PLN (Persero) UPDL Suralaya put forward that employee own problem aboutambiguity role Where para employee often No maximum in finish his job in accordance with job the desk eachrespectively due to a lack of human resources, the placement of employees who are not *the right man in the right place* , often experience miscommunication as well as lack of coordination between workers one to another and so employees work No effective. as well as conflicts between employees and partners during work, social jealousy and the existence of unclear information when doing work often hampers the work productivity of employees.

Conflict role is a condition where there is a mismatch of the expectations of the employees related to work that occurs inconsistently. of course this can influence satisfaction Work employee . Role conflict can be influenced by several factors and indicatorsconflict role That Alone among them that is no suitability hope individual with his job, And conflict with colleague Work as well as operate role Which different in time Which together . Based on the results of interviews and

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observations at PT PLN (persero) employees have role conflict at work due to carrying out different roles different at the same time and less in line with expectations personal with organizational goals, so many problems arise from problems in violation of SOP at work, violations of discipline at work, lack of effectiveness in work according to their respective *job descriptions*, tend to do unimportant work, conflicts between workers or company partners occur, discrepancies in doing work and doing work differently. so that factors the can hinder effectiveness in Work. Employee job satisfaction at PT PLN (Persero) UPDL Suralaya can be described based on attendance data at PT PLN (Persero) UPDL Suralaya for 6 months and the results of distributing questionnaires which were distributed to 10 respondents (employees), with the following results:

**Table 1**  
**Employee Attendance Rate at PT PLN (Persero)**  
**UPDL Suralaya (during 6 months) year 2021**

Month	Amount Employee	Amount Day Work	absence	Late	Violate rule (Go home No in accordance schedule )
July	35	18	37	9	26
August	35	22	32	13	31
September	35	22	35	6	28
October	35	19	28	12	16
November	35	22	36	9	25
December	35	18	26	5	11

*(Source: PT PLN (Persero) UPDL Suralaya :2021 )*

Based on Table 1 can seen that level attendance employee during six months relatively tall. as well as violation discipline is still too high every month, where employees disobey regulations regarding working hours. This can illustrate that the level of employee job satisfaction at PT PLN (persero) UPDL Suralaya is not maximized due to poor employee work behavior. Judging from the high level of absenteeism and the high level of disciplinary violations committed by these employees. Also below are the results of the questionnaire instrument test from 10 respondents who had previously been processed using Zikmund calculations.

**Table 2**  
**Perceived value of the Role Ambiguity Variable (X1)**  
**By Using Zikmund Calculations**

No.	Indicator	Standard Value	Perceived Value	Percentage
1.	Authority	35	38	76%
2.	Responsibility	35	39	78%
3.	Clarity n Purpose	35	33	66%
4.	Scope Work	35	32	64%

*Source: Data that has been processed from the results of the instrument trial, 2021*

Based on table 2 above, using the calculations of Zikmund *et.al.* with the provisions of a sample of 10 respondents, using a Likert scale, with a scale of 1-5 with the highest score of 50 and the lowest score of 35, a perception value of 35 is obtained. This is obtained from  $(50/2 + 10 + 35)$ ,

then from the percentage data above , shows that role ambiguity is still relatively high, because this is illustrated by the percentage of several indicators that are still below average, namely the clarity of goals and scope of work indicators, with a perceived value of clarity of goals of 66% and scope of work of 64%.

**Table 3**  
**Perceived value of the Role Conflict Variable (X2)**  
**By Using Zikmund Calculations**

No.	Indicator	Standard Value	Perceived Value	Percentage
1.	Human Resources	35	34	68%
2.	Overriding the Rules	35	32	64%
3.	Doing unnecessary work	35	32	64%
4.	Unclear directions	35	35	70%

*Source: Data that has been processed from the results of the instrument trial, 2021*

Based on table 3 above, using the calculations of Zikmund et.al. with the provisions of a sample of 10 respondents, using a Likert scale, with a scale of 1-5 with the highest score of 50 and the lowest score of 35, a perception value of 35 is obtained. This is obtained from  $(50/2 + 10 + 35)$ , then from the percentage data above , shows that role conflict is still relatively high, because this is illustrated by the percentage of several indicators that are still below average, namely on the Human Resources indicator, setting aside and doing unnecessary work with a Human Resources perception value of 68% and setting aside rules by 64% and doing unnecessary work by 64%.

**Table 4**  
**Perceived value of Job Satisfaction Variable ( Y ) By Using Zikmund Calculations**

No.	Indicator	Standard Value	Perceived Value	Percentage
1.	The Job Itself	35	34	68%
2.	Wages	35	33	66%
3.	Promotion	35	30	60%
4.	Supervision	35	34	68%
5.	Work colleague	35	38	76%

*Source: Data that has been processed from the results of the instrument trial, 2021*

Based on table 4 above, using the calculations of Zikmund et.al. with the provisions of a sample of 10 respondents, using a Likert scale, with a scale of 1-5 with the highest score of 50 and the lowest score of 35, a perception value of 35 is obtained. This is obtained from  $(50/2 + 10 + 35)$ , then from the percentage data above , indicating that job satisfaction has not been maximally achieved because this is illustrated by the percentage of several indicators, the majority of which are still below average, namely the indicators of the job itself, salary, promotions, and supervision. with the perceived value of the work itself by 68%, salary by 66% , promotion by 60% and supervision by 68% .

## STUDY OF LITERATURE

### **Ambiguity Role**

Role ambiguity can arise in a person's work environment lack sufficient information regarding the effective performance of A role (Hutami&Gartiria , 201 5 ). ambiguity role is unknown other people's expectations , According to (Kreitner &Kinicki, 201 5 ). When No There is certainty about definition Work And What Which expected from his job so will arise ambiguity role (Rivai & Mulyadi, 201 5 ). Munandar (20 15 ) state that ambiguity role feltIf a employee No own Enough information For can carry out task, or No understand or realize hope- hope Which associated with a particular role. ambiguity role is something situation on somebody Which do not have hope which is obvious because know information Which quite clear to carry out his duties and do not know which direction clear about their role in an organization . Rizzo et al. , in Faradina U (2015:7). The ambiguity of the role can minus among others by (1) predict outcomes *or* responses arising from a behavioral action. (2) there is clarity about the terms of behavior will can help guide the behavior of Rizzo et al. (1970). In Yasa MWI( 2017:42). From a number of description in on, so can concluded that Role ambiguity occurs when employees lack information, direction andobjective Which clear about role or tasks Which must implemented.

### **Conflict Role**

Conflict role is para condition employee ownhope Which each other contrary or No consistent, According to (Kreitner & Kinicki, 201 5 ). Role conflict is a conflict Which arise Because mechanism control bureaucracy organization No accordance with the norms, rules, ethics and professional independence according to (Patria, 2016). Role conflict is a discrepancy or discrepancy between goals objective who want achieved or method used For reach objective it, according opinion (Marwansyah, 2016). Conflict role defined as discrepancy or no match requirements within a role, as measured against standards or conditions that affect role performance . (Rizzo ,House and Lirtzman 1970 ) in Yasa. MWI (2017:42) . From some of the descriptions above, it can be concluded that conflict Role is a conflict arise when employees feel difficult in operate role in a manner together, for example role as employees who must be responsible in their work in the Company but on the other side has the role of head/mother that household must responsible answer on his family.

### **Satisfaction Work**

On basically satisfaction Work is matter Which characteristic individual.Each employee will own level satisfaction Which varies according to the system of values that apply in himself. The more aspects - aspects in the work appropriate with individual desires, the higher the level of satisfaction Which felt and vice versa. Satisfaction Work defined as results from response emotional employee Good positive nor negative to situation Work which is often determined by how well results achieved by employees meet or exceed he hoped(Luthans, 20 1 6:243). Employee Which satisfied do work more Good in fulfil obligation like poured in description work. The fact shows that positive feelings encourage creativity, repair solving problem And taking decisions. Feelings positive Also repair perseverance task And interesting more Lotshelp and support from co-workers. Satisfaction Work (*job satisfaction*) defined as something positive feelings about one's

work that are the result of evaluation characteristics- characteristics . (Robbins and Judge (2017:48) in Sa'adah, NV and Septiawan Bambang (109: 2021 ) Somebody with high levels of job satisfaction have these feelings positive about the job, while someone who is dissatisfied own feelings Which negative about work the. Satisfied people perceive satisfaction as a feeling happy and prosperous because it can achieve a goal or target. Every leader company need know information about satisfaction his employees in Work in a manner accurate as material considerations in making decisions to solve problems Which faced within the company. According to Ma t his (20 15 ) satisfaction Work is circumstances that emotion positive from evaluate experience Work somebody. Dissatisfaction Work appear moment hopes This No fulfilled. Satisfaction Work have Lots dimensions, in a manner general is satisfaction in the work itself, pay, recognition, relationships between Supervisors with power Work, And chance For proceed. Each dimension results in an overall feeling of satisfaction with the job itself. And bend Work. Level satisfaction Work Which tall will own feeling positive about work the. Temporary a Which No satisfied own feeling Which negative about the job.

### **Indicator Relationship X variable Against Y**

#### **Relationship Variable Role Ambiguity Against Satisfaction Work**

*Roles ambiguity / ambiguity role happen* Because lack of clear and specific information about job role requirements, and often associated with job stress and job satisfaction. (House&Rizzo in Ram et al. 201 6 ), as well as previous research conducted by Cahaya Santhi, Ni Putu Meldal, piartrini, Putu Saroyini with the title *The Effect of Roles ambiguity on Work Related stress and employees' Work statistics* can be found in the results of research on role ambiguity which has a significant negative effect on job satisfaction. Based on the theory and results of the research , then it can be concluded that there is a relationship between the dependent variable (X1) with the independent variable (Y) in this study means ambiguity role towards satisfaction Work employee. Role ambiguity can affect employee job satisfaction caused by the ambiguity of the role that causes less understanding of an employee regarding their roles and responsibilities during do work so that can raises mistake in do work, so that not enough effective And efficient And Of course this makes employees feel dissatisfied results his job And in a manner No direct influential to satisfaction it works.

#### **Variable Relations Conflict Role To Satisfaction Work**

Based on study earlier Which has done by Wirson Bongga and Ade Irma Susanty Mazhisham in 2020 with title *The Influence of Role Conflict and Role Ambiguity on Employees Job Satisfaction of Transportation companies in Indonesia* can the results of the study found that role conflict can have an effect negative significantly. employee experiencing role conflict in his work which usually occurs because factors from individuals or colleagues and superiors and as well as consequences discrepancy hope Which happen with the reality that exists when carrying out their roles and duties , This can result in employees having more demands simultaneously due to running more from One role in a manner together matter the can impact to satisfaction Work.

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Matter This very in accordance with theory stress Which state that conflict role influential negative onsatisfaction Work.

**RESEARCH METHODS**

The research method used in this research is quantitative descriptive. namely a method used to describe or analyze a research result, an object, a condition, a system of thought or a class of events in the present. The research subject studied by the author is PT PLN (persero) UPDL Suralaya which is located at Jl. Suralaya, Kec. Pulomerak, Cilegon City, Banten 42439. The population of this study were all employees of PT PLN (Persero) UPDL Suralaya. Based on this research, because the population is not more than 100 people, the authors take 100% of the total population at PT PLN (Persero) UPDL Suralaya as many as 35 people to be sampled. There are two types of data used in this study, namely: Primary Data, Secondary Data. The data collection method is by means of library research, which is a technique for retrieving and collecting data and literature that has something to do with the problem under study. Field research is research conducted by taking inventory of relevant primary data that is directly related to the object under study. Data collection by means of Library Studies, Observations, Interviews, Questionnaires/Questionaries. Testing and analysis namely Instrument Test, Validity Test, Reliability Test, Classical Assumption Test, Normality Test, Multicollinearity Test, Heteroscedasticity Test, Multiple Linear Regression Model, Coefficient of Determination (R<sup>2</sup>), F Test (Simultaneous) , t Test (Partial)

**RESULTS**

**Instrument Test**

**Validity test**

Validity is an accuracy or accuracy of an instrument in measuring the instrument you want to measure.

1. In this case the researcher tested the questionnaire data that had been distributed from the data of 35 respondents with 8 statements of role ambiguity variables (X<sub>1</sub>), 8 The validity test was as follows:

**Table 5.Role Ambiguity Validity Test (X<sub>1</sub>)**

<b>Item No</b>	<b>r-count</b>	<b>r-table Sig 0.05 (5 %) and n = 35-2</b>	<b>DECISION</b>
AP1	0.675	0.344	Valid
AP2	0.542	0.344	Valid
AP3	0.724	0.344	Valid
AP4	0.651	0.344	Valid
AP5	0.611	0.344	Valid
AP6	0.775	0.344	Valid

AP7	0.734	0.344	Valid
AP8	0.581	0.344	Valid

*Source: SPSS Data Management Results V.22*

Based on the table above, the r-table value is 0.344. Where the figure is obtained from a significance of 0.05 with a two-tailed test and a total sample of 35 respondents. Then it can be concluded that all statement items in the Role Ambiguity variable (X1) are valid. This can be seen from all the r-count values which are greater than the r-table values, which are equal to 0.344.

2. In this case the researcher tested the questionnaire data that had been distributed from 35 respondents with 8 statements of role conflict variables (X<sub>2</sub>). The validity test is as follows:

**Table 6.Role Conflict Validity Test (X<sub>2</sub>)**

Item No	r-count	r-table	DECISION
KP1	0.621	0.344	Valid
KP2	0.653	0.344	Valid
KP3	0.701	0.344	Valid
KP4	0.613	0.344	Valid
KP5	0.769	0.344	Valid
KP6	0.749	0.344	Valid
KP7	0.521	0.344	Valid
KP8	0.643	0.344	Valid

*Source: SPSS Data Management Results V.22*

Based on the table above, the r-table value is 0.344. Where the figure is obtained from a significance of 0.05 with a two-tailed test and a total sample of 35 respondents. Then it can be concluded that all statement items in the Role Conflict variable (X2) are valid. This can be seen from all the r-count values which are greater than the r-table values, which are equal to 0.344.

3. In this case the researcher tested the questionnaire data that had been distributed from the data of 35 respondents with 10 statements of Job Satisfaction (Y). The validity test is as follows:

**Table 7.Job Satisfaction Validity Test (Y)**

Item No	r-count	r-table	DECISION
KK1	0.706	0.344	Valid
KK2	0.724	0.344	Valid
KK3	0.704	0.344	Valid
KK4	0.521	0.344	Valid
KK5	0.726	0.344	Valid
KK6	0.550	0.344	Valid
KK7	0.715	0.344	Valid
KK8	0.350	0.344	Valid
KK9	0.746	0.344	Valid



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KK10	0.629	0.344	Valid
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*Source: Results of SPSS Data Management V.22*

Based on the table above, the r-table value is 0.344. Where the figure is obtained from a significance of 0.05 with a two-tailed test and a total sample of 35 respondents. Then it can be concluded that all statement items in the Job Satisfaction variable (Y) are valid. This can be seen from all the r-count values which are greater than the r-table values, which are equal to 0.344.

**Reliability Test**

The reliability test is used to see the level of reliability of indicators or questionnaires when used again as a variable measuring tool. The test was carried out by comparing the value of Cronbach's alpha standard variable 0.6. If the alpha value exceeds 0.6 then the indicator or questionnaire is declared reliable. The results of the reliability test can be seen in the following table:

**Table 8. Alpha Value of Role Ambiguity Variable**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.888	8

**Table 9. Alpha Value of Role Conflict Variable**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.886	8

**Table 10. Alpha Value of Employee Job Satisfaction Variable (Y)**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.891	10

**Table 11. Comparison of Alpha Values with r-table**

Variable	Alpha value	Rest of Them Normaly	Conclusion
X <sub>1</sub>	0.888	0.60	Reliable
X <sub>2</sub>	0.886	0.60	Reliable
Y	0.891	0.60	Reliable

*Source: Results of SPSS Data Management V.22*

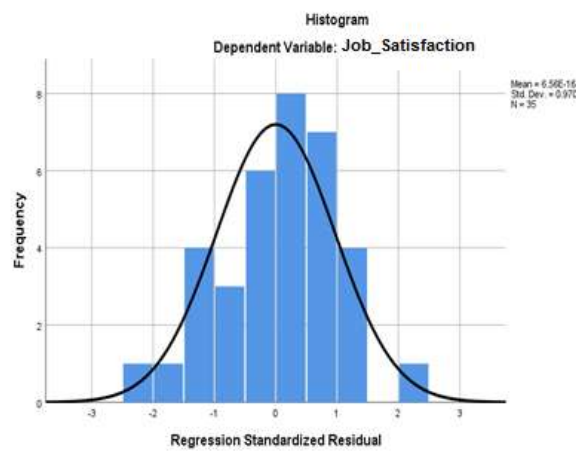
Based on the reliability test table above using the Cronbach Alpha method for the consistency level of the X1 variable, the Alpha value is 0.888 and the X2 variable is 0.886 and the

Y variable is obtained from the variable value is  $< r$  and that means that all statements contained in the questionnaire can be declared reliable.

**Classic assumption test**

**Normality test**

The Normality Test aims to test whether the residual data from the regression model has a normal distribution or not. To find out whether the regression model in this study is normally distributed or not, below is a normality test obtained using the Kolmogrov-Smirnov table and the PP Plot graph.



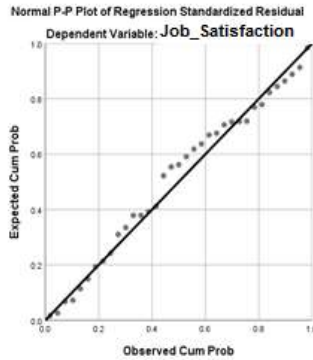
Graph 1. Histogram

**Table 12**

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residuals
N		35
Normal Parameters <sup>a,b</sup>	Means	.0000000
	std. Deviation	398,479,572
Most Extreme Differences	absolute	.099
	Positive	.052
	Negative	-.099
Test Statistics		.099
asyp. Sig. (2-tailed)		.200 <sup>c,d</sup>

In the figure and table above, the residual data histogram resembles a normal distribution, namely a distribution pattern that resembles a bell shape and the residual table shows the results of the sig values. of 0.200 or greater than 0.05, so it can be concluded that the residuals are normally distributed.

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**Figure 1** P-P Plot Normal Curve

*Kolmogorof-Smirnov* One-Sample test above, the authors also tested the P- P Plot off Regression. From the graph above it can be concluded that the regression model meets the normality assumption, this can be seen because the plot follows a straight line or does not deviate far from the line. And in this figure it can be seen that the plot of the residuals follows a straight line so that it can be indicated that the residuals are normally distributed.

**Multicollinearity Test**

The multicollinearity test aims to determine whether there is a correlation between the independent variables *in* the regression model. To detect whether there is multicollinearity in the regression model, the author uses a method by looking at the tolerance value and VIF (*Variance Inflation Factor*). The recommended value to indicate the absence of multicollinearity is that the *tolerance value* must be  $> 0.10$  and  $VIF < 10$ .

**Table 13. Multicollinearity Test**

**Coefficients <sup>a</sup>**

Model		Collinearity Statistics	
		tolerance	VIF
1	(Constant)		
	Role Ambiguity	0.601	1,663
	Role Conflict	0.601	1,663

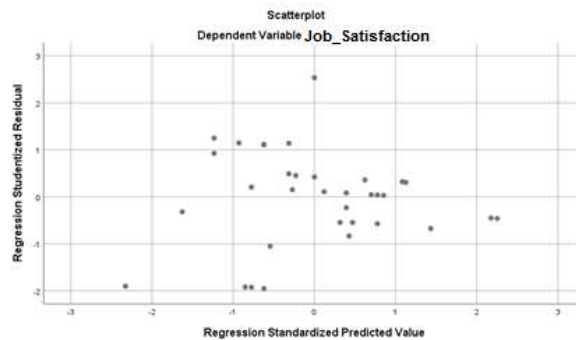
Dependent Variable: Job Satisfaction

*Source: Results of SPSS Data Management V.22*

From the results of the multicollinearity test above, the tolerance value for role ambiguity and role conflict variables is  $0.601 > 0.10$  and the VIF value for both variables is 1.663. It can be concluded that there are no problems regarding multicollinearity between independent variable in the regression model.

### Heteroscedasticity Test

To detect the presence or absence of heteroscedasticity and patterns that occur in the residual values in the model below,



**Figure 4.3** Heteroscedasticity

Source: Results of SPSS Data Management V.22

Based on the figure above, the resulting heteroscedasticity test is the absence of a clear pattern and the dots spread above and below the number 0 on the Y axis, so heteroscedasticity does not occur.

### Multiple Linear Regression Analysis

Regression analysis is an analysis carried out to measure the influence of the independent variables on the dependent variable. Regression analysis calculations use the SPSS 22.0 program and the linear regression feasibility model is based on the following:

1. The predictor used as an independent variable must be feasible, this feasibility is known if the *standard error off estimate < standard deviation*.
2. Data must be normally distributed.

**Table 14. Multiple Linear Regression Test Results**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	7,539	4,817		1,565	0.127
	ROLE AMBIGUITY	0.715	0.196	0.583	3,644	0.001
	ROLE CONFLICT	0.211	0.186	0.182	1.137	0.264

a. Dependent Variable: JOB SATISFACTION

Source: SPSS V.22.0 data processing results

From the results of the analysis above it can be seen that the multiple linear regression model is:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

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$$Y = 7.539 + 0.715 X_1 + 0.211 X_2$$

In accordance with the regression equation obtained, the regression model can be interpreted as follows:

1. The constant coefficient is 7,539, this means that if the value of role ambiguity ( $X_1$ ) and role conflict ( $X_2$ ) is equal to zero, then the level or magnitude of employee job satisfaction (Y) is 7,539.
2. The regression coefficient of the role ambiguity variable ( $X_1$ ) is 0.715, meaning that if the other independent variables are fixed and the role ambiguity ( $X_2$ ) increases by 1x, then employee job satisfaction (Y) will increase by 0.715. This coefficient has a significant influence between role ambiguity on employee job satisfaction.
3. The regression coefficient of the role conflict variable ( $X_2$ ) is 0.211, meaning that if the other independent variables have a fixed value and role ambiguity ( $X_1$ ) increases by 1x, then job satisfaction (Y) will increase by 0.211. This coefficient has a significant influence between role conflict on employee job satisfaction.

**Analysis of the Coefficient of Determination ( $R^2$ )**

The coefficient of determination shows what percentage and variation (rise and fall). The dependent variable can be explained or explained by the variation of the independent variable. The coefficient of determination is the correlation coefficient and is expressed as a percentage.

**Table 15**  
**Result Coefficient of Determination ( $R^2$ )**

**Summary models**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.733 <sup>a</sup>	.507	0.476	4.107

From the calculation above, the multiple termination coefficient value ( $R^2$ ) Square is 0.507. this can be interpreted that the variables of role ambiguity and role conflict affect 50.7% of Employee Job Satisfaction. The coefficient of determination shows that the relationship between  $X_1$  and  $X_2$  to Y is 50.7% and the rest is influenced by other factors.

**Hypothesis testing**

**Partial Significance Test (t test)****Table 16**  
**t test**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
1	(Constant)	7,539	4,817		1,565	0.127
	ROLE AMBIGUITY	0.715	0.196	0.583	3,644	0.001
	ROLE CONFLICT	0.211	0.186	0.182	1.137	0.264
a. Dependent Variable: JOB SATISFACTION						

Source: SPSS V.22.0 data processing results

**Partial Significance Test (t test) Role Ambiguity (X<sub>1</sub>)**

Based on the Coefficient output table above, it can be seen that the results of the t test show that the calculated t value is greater than t table in hypothesis 1 (3,644 > 1,692) meaning that the hypothesis is accepted/supported. This shows that there is an influence of role ambiguity on employee job satisfaction.

**Partial Significance Test (t test) Role Conflict (X<sub>2</sub>)**

Based on the output table Coefficient hypothesis 2 t count is smaller than t table 1.137 < 1.692 and its significance value in hypothesis 1 is less than 0.05 (0.001 > 0.05) This means that hypothesis 1 is not accepted/supported, while hypothesis 2 has a significant value of 0.264 (0.264 > 0.05) which means hypothesis 2 is rejected / not supported. This shows that there is no influence of role conflict on employee job satisfaction.

**Simultaneous Significance Test (F Test)****Table 17.F test results**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	MeanSquare	F	Sig.
1	Regression	555,728	2	277,864	16,470	.000 <sup>b</sup>
	residual	539,872	32	16,871		
	Total	1095,600	34			
a. Dependent Variable: JOB SATISFACTION						
b. Predictors: (Constant), ROLE CONFLICT, ROLE AMBIGUITY						

Source: SPSS V.22.0 data processing results

Based on the table above, the SPSS test results show the results of the F test and the results show that the calculated F value is greater than the F-table, namely 16,470 > 3,285 and the significance

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value is less than 0.05 meaning that all variables of Role Ambiguity and Role Conflict have a significant effect on Employee job satisfaction.

### **DISCUSSION**

#### **The Effect of Role Ambiguity on Employee Job Satisfaction**

This study provides results that explain role ambiguity has a positive impact on employee job satisfaction. This supports the first hypothesis (H1), namely that there is an influence on job satisfaction, but this result is contrary to the theory which states that the effect is negative not positive with a significance level of  $0.01 < \alpha (0.05)$  and the results of the t test show that the value of T count  $> T$  table in the first hypothesis is  $3,644 > 1,692$ . in this case states that Role Ambiguity has a positive and significant effect on employee Job Satisfaction. employees of PT PLN (persero) UPDL Suralaya still feel that there is a match between their work roles and their jobs. Employees realize that their work does have a high level of complexity and has the potential to create role ambiguity, but the job should be done. Even though employees are faced with various kinds of jobs and situations that cause confusion, employees are still able to control themselves from awareness of work responsibilities that must be considered so that employee job satisfaction is still felt. The large number of permanent jobs makes employees feel satisfied because of the facilities and infrastructure that support the completion of work , as well as the cultural climate that implements *a well being system* and support from colleagues and leaders. The results of the study show that PT PLN (Persero) UPDL Suralaya employees respond positively to job demands and responsibilities, but that does not mean that employees are dissatisfied with their jobs. The results of this study are in line with research conducted by Rizky Ananda, Tapi Rondang Ni Bulan, Annisa Suvero Suhyar entitled "Role Conflict and its Ambiguity implications for Job Satisfaction through Work Stress as an Intervening variable at Sibayak Berastagi Hotel (2022)" that role ambiguity has a positive effect and significant to employee job satisfaction with a significance value of  $0.000 < 0.05$ .

#### **The Effect of Role Conflict on Employee Job Satisfaction**

This study provides results which explain that role conflict has no effect on employee job satisfaction at PT PLN (persero) UPDL Suralaya. This is contrary to the second hypothesis (H2) proposed, which is influential, in this case indicating that  $H_a$  is rejected and  $H_o$  is accepted. With the results of testing a significance level of  $0.2641 > \alpha (0.05)$  and the results of the t test it is known that the value of T count  $> T$  table in the second hypothesis is  $1.137 > 1.692$  in this case stating that role conflict does not affect employee job satisfaction. In reality, employees of PT PLN (Persero) UPDL Suralaya do feel and are aware of the existence of role conflicts at work, but employees also realize that it is very natural for this to happen and can still be resolved as best as possible and understand each other among workers, therefore even though there is still a role conflict for each employee but it can still be overcome and employees still feel job satisfaction. This is in line with research conducted by Putu Ayu Dyah Julianti, Sunadi Safitri I Putu Nuratama

Indonesian Hindu University (2021) . with the title “ The Influence of Financial Compensation , Role Conflict , Unclarity role, on auditor job satisfaction (a case study of a public accounting firm in the city of Denpasar)” which suggests that role conflict does not affect auditor job satisfaction, this is indicated by the value of .

### **The Effect of Role Ambiguity and Role Conflict on Employee Job Satisfaction**

Based on the results of the third hypothesis test, that the factors of role ambiguity and role conflict are regressed simultaneously (simultaneously) indicating that role ambiguity and role conflict jointly affect job satisfaction significantly. seen from the F count of  $16.490 >$  from the F table of 3.285 ( $16.490 > 3.285$ ) with a significance of 0.000. Therefore it can be interpreted that these two factors have a simultaneous influence on employee job satisfaction at PT PLN (Persero) UPDL Suralaya, this indicates that employees feel maximum satisfaction when completing their work, and also because of other things that arise due to by these two factors that cause employee job satisfaction to increase, but if tested partially there will be a comparison, namely the role ambiguity that occurs will have a significant positive effect on employee job satisfaction. It is concluded that the higher the role ambiguity, the higher the level of satisfaction. employee work, this happens because the role ambiguity that occurs will increase employee morale due to the desire to further improve working conditions together due to the role ambiguity that occurs, therefore there is an increase in job satisfaction when problems related to role ambiguity are resolved, but it is different from the results of the partial test on the role conflict variable where role conflict does not affect job satisfaction, this is because even though employees feel there is role conflict, basically this condition is understood as a consequence in their work which is already known together. However, when tested simultaneously, the results indicate a significant effect due to the higher role ambiguity factor that makes a high contribution to job satisfaction even though the previous role conflict indicated no effect. This is in line with research conducted by Putu Ayu Dyah Julianti, Sunadi Safitri I Putu Nuratama Indonesian Hindu University (2021) . with the title “ The Influence of Financial Compensation , Role Conflict , Unclarity role, on auditor job satisfaction (a case study of a public accounting firm in the city of Denpasar)” which shows that simultaneously role conflict and role ambiguity have an effect on this is shown from the results of the F-test or Anova test giving Fcount results of 16,538 with a significance level of 0.000. The F-test value is used with the aim of knowing the relationship between the dependent variable and the independent variable, which is 16,538 with a significance level of 0.000. thus role ambiguity and role conflict significantly influence employee job satisfaction at PT PLN (Persero) UPDL Suralaya.

### **CONCLUSION**

Based on the results of the analysis and discussion, regarding the influence of Role Ambiguity and Role conflict on Employee Job Satisfaction at PT PLN (persero) UPDL Suralaya, the authors draw the following conclusions: There is a positive and significant influence of Role



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Ambiguity variables on Employee Job Satisfaction at PT PLN (Persero) UPDL Suralaya this is based on the  $t$  count  $>$   $t$  table, namely  $3,644 > 1,692$ , with a significance of  $0.001$ . There is no significant effect of the Role Conflict variable on Employee Job Satisfaction at PT PLN (Persero) UPDL Suralaya because the  $t$  value  $>$   $t$  table is  $1.344 < 1.692$ , and with a significance level of  $0.264$ . Simultaneously there is influence and significant role ambiguity and Role Conflict on Employee Job Satisfaction at PT PLN (Persero) UPDL Suralaya. Based on  $F$  count  $16,470$  and  $R^2$  of  $50.7\%$  of the coefficient of determination.

Based on the results of the conclusions above, the author gives the following suggestions: For companies, as input for the leadership and all employees of PT PLN (persero) UPDL Suralaya to pay more attention to problems that occur which are often ignored related to the problem of role ambiguity and role conflict. Based on the results of research related to Role Ambiguity and Role Conflict on Job Satisfaction, employees in general have shown quite good and high Job Satisfaction. Therefore, it must be maintained so that it is even better, but there are several aspects that need to be improved based on the findings of researchers related to Role Ambiguity, Role Conflict and Job Satisfaction including: Role Ambiguity, the indicator that has the lowest score, namely on the dimension of authority and responsibility where , employees tend to still ignore Standard Operating Procedures (SOP) when working, and the company has not been able to place employees in the appropriate positions, where vacancies still occur. Therefore it is necessary to improve management in the employee placement section and employee discipline when working so that it is in accordance with the applicable Standard Operating Procedures (SOP). Role Conflict, where there are still problems that occur caused by role conflict including there are still indicators with low results, namely in the dimension of the human resources themselves, often overruling rules, tend to carry out activities that are not necessary when working, therefore, there is a need improve the quality of human resources in it, so that they comply with the rules when working, and only do important work when working. Employee Job Satisfaction, the indicator with the lowest score is on the dimensions related to promotion and supervision, where the majority of the results from the distribution of the questionnaires indicate that there are problems with the difficulty of employees getting promotions, and feel that their careers are not given maximum attention, and supervision from leaders is not optimal. Therefore it is necessary to improve the promotion system as well as in the supervision section and pay more attention to the career paths of employees so that all aspects related to employee job satisfaction can be maximized , which of course will have a positive impact on their work results. For future researchers, if they want to conduct research in a similar context, whether on the theme or object to be studied , it is hoped that they will conduct research even better, with more complex and diverse phenomena. So that this research can develop and get far more accurate and precise results, as well as so that it can be used as a comparison to complete this research.

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