

## The Effect of Role ambiguity on Work Related Stress and Employees' Work Satisfaction

CahayaSanthi, Ni Putu Melda<sup>1</sup>, Piartrini, Putu Saroyini<sup>2</sup>

<sup>1</sup>(Magister of Management, Udayana University, Bali, Indonesia)

<sup>2</sup>(Magister of Management, Udayana University, Bali, Indonesia)

Corresponding author: Piartrini, Putu Saroyini

**ABSTRACT** : These days organizations face highly competitive pressure. In order to achieve its purpose, organizations need to elevate their facilities and build professional human resource. To sustain and improve the competitiveness of institutions, the management concepts to be developed is job satisfaction. Job satisfaction represents negative and positive feelings of employees' perceptions towards the work they face, a feeling of achievement in succeeding at work, high job satisfaction implies that employees feel happy and comfortable with the conditions of the organization's environment and receive appreciation from their work. The sample in this research were 100 employees of PT.CiomasAdisatwa Region Bali through saturated sample technique, the research utilized PLS analysis method. The result showed that role ambiguity negatively contributed towards work satisfaction significantly. Role ambiguity positively affected towards work-related stress significantly The implications of this study indicate that in order to increase job satisfaction of employees of PT CiomasAdisatwa Region Bali, it is necessary to pay attention to the role of ambiguity and employee work stress factors. This proved that role ambiguity and work-related stress affected the level of work-satisfaction of employee in terms of achieving company's goal.

**Keywords** -role ambiguity, work-related stress and work-satisfaction

### I. INTRODUCTION

Human resources are essential in corporate's success. Corporate's goals are attainable with excellent human resources. Work-satisfaction is the degree of employee's feelings towards their job (Belias et al., 2013). Work-satisfaction represent negative and positive feelings of employee's perception towards the current work they are dealing, a sense of achievement to succeed at work, high work-satisfaction implicated that employee's are happy and comfortable with their work and receive appreciation for their work (Aziri, 2011).

Herzberg (1987) stated in his teory of two factors, that work-satisfaction is shapped by two factors, those are hygiene factors and motivation factors. Hygine factors is composed by corporate's policies relationship with peers, work security, relationship with the superiors, compensation and condition of works. Motivation factors is composed by achievement, opportunity to grow, the essence of the job, recognition and self-improvement. There are several indicators of job satisfaction according to Colquitt et al., (2013), namely salary, promotion, supervision, coworkers, the work itself.

The study was conducted at PT. CiomasAdisatwa Region Bali. It is a company that operates in the field of breeding and raising broiler chickens engaged in the livestock industry and trading in the local market. Under the auspices of PT. JapfaComfeed Indonesia, Tbk., PT. CiomasAdisatwa as a distributor of broiler chickens available in Java, Sumatra, Sulawesi, Kalimantan and Bali. PT. CiomasAdisatwa Region Bali is one of the branch companies in Bali located in Jl. KubuGunung No. 97, Dalung, North Kuta. PT. CiomasAdisatwa Region Bali seeks to increase job satisfaction by improving the role of ambiguity and employee work-related stress.

Variables that will be used to examine job satisfaction are role ambiguity and job stress. The initial research was conducted through interviews with 6 employees of Pt. CiomasAdisatwa Region of Bali. Ani (pseudoname) from HRD stated that "there are still many employees who violate company policies such as arriving late at the office, office breaks should be from 12.00-13.00 but coming at 13.30, leave exceeds the allotted allowance and does not enter without explanation". Wayan (pseudoname) from the marketing department revealed that "if I get a better job, I will resign because in the company there is no opportunity to advance, career path is also not there". Putu (pseudoname) from the production department told "the

dissatisfaction that I felt working here for 5 year, initially I work in accounting department but was transferred to admin position in production department, I feel very disappointed". Leni (pseudoname) from the finance department revealed that "I am unable to work with my colleagues in this company, quarrels occur due to work problems".

From the interviews conducted, employees expressed their dissatisfaction in wanting to find work elsewhere, disobedience (for example absence from work without notice, making deliberate mistakes). High level of disappointment showed organizational problems that require attention, meaning the declining work satisfaction within company. Job satisfaction in the company is symbolize in employee attitudes within the company, absenteeism and delays. Role ambiguity affecting job stress and job satisfaction, this shows job stress is a mediating variable between relationship between role ambiguity and job satisfaction.

## **II. THEORETICAL FRAMEWORK, CONCEPTUAL MODEL AND HYPHOTESSES**

### **2.1 Two Factors Theory**

Two factors theory developed by Herzberg (1987) stated that there two factors affecting satisfaction, namely: hygiene factors and motivation factors. Hygiene factors are essential working factors that motivate individual at work, hygiene factors shaped by compensation, work security, work condition, company's policies interpersonal relationship among peers and superiors. Motivation factors are factors attached in work and motivate workers to commit excellent work. It is shaped by achievement, recognitions (peers or superiors), the essence of work, self-improvement and opportunity to grow.

### **2.2 Work Satisfaction**

Work satisfaction is the condition in which employees feel satisfied with their job. Employees with high level of satisfaction tend to work more productive, high involvement at work and low chance of resigning compared to those with low level of satisfaction (Sowmya & Panchanatham, 2011). Work satisfaction is an attitude towards the work in an organization where they work or affective reaction towards work, based on expected result (Mosadeghrad, 2003). Richard et al. (2012) stated that work satisfaction related to feelings or attitude towards work itself, salary, promotion opportunity or education, supervision, peers, work load and others. In this context, attitude symbolize everything related to work, such as supervision, salary and work condition, experience with excellency, fair and non-detrimental work assessment, good social relations in work, fast resolution of complaints and good treatment by management of employees.

According to Raddaha et al., (2012); Lumlaey, et al., (2011) states that job satisfaction consists of nine dimensions consisting of pay, promotion, supervision, fringe benefit, contingent rewards, operating procedures, coworkers, nature of work, and communication. Referring to the theory of two factors, Herzberg stated twelve dimensions of job satisfaction that will explain indicators used to measure job satisfaction including: rewards, company policies and administrative policies, allowances, physical working conditions, status, interpersonal relationships, job safety, recognition, aense of achievement, opportunities for growth and promotion, responsibility and meaningfulness of the work.

### **2.3 Role Ambiguity**

Role ambiguity, according to Rizwan et al. (2014), is a situation when someone does not have clarity on the authority and information about how to do or complete the work that has been assigned to them. Yousef (2002) describes role ambiguity as a situation where the individual does not have a clear direction about expectations for his role in the organization. Role ambiguity arises when an employee feels that there is a lot of uncertainty in aspects of the employee's role or membership in the group (Lapopolo, 2002). Role ambiguity is another factor that causes work stress, so it occurs when expectations, goals, responsibilities have not been clearly designed for employees (Karimi, 2014).

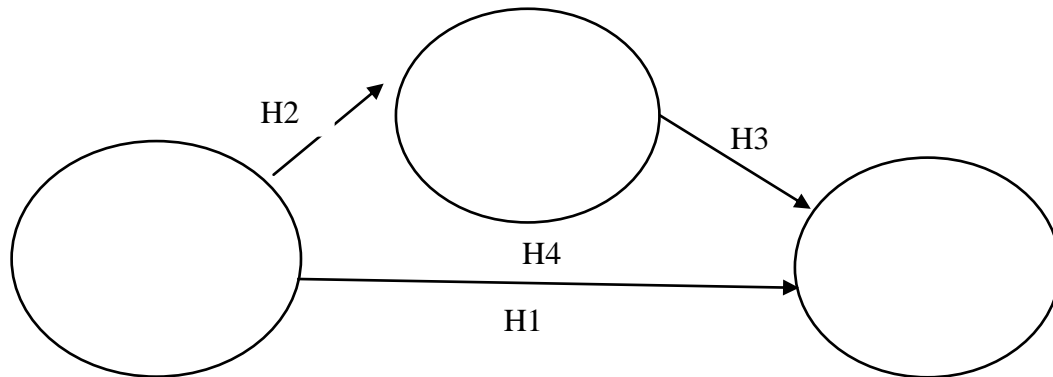
Indicator of role ambiguity according to Rizzo et al., (1970) : employees are unsure of what is expected of them at work, job requirements are always unclear, employees often do not know what is expected of them at work, job assignments are clearly defined, employees know what must be done for every aspect of the job, and employees know what is expected to be done at the workplace with certainty.

### **2.4 Work-Related Stress**

Stress is a negative reaction to events that cannot be overcome by individuals (Lee et al., 2014). Job stress occurs when there is an imbalance between workplace demands and the ability of workers to overcome problems (Mosadeghrad, 2013). Lambert et al. (2009) asserted that to combat work stress in the company, it is important to improve the company to psychological extent and utilized counselor as a resource for employees. Mryyan (2009) states that work stressors vary, namely: conflicts with superiors, inadequate preparation, problems with coworkers, problems with superiors, discrimination, workload, uncertainty about work, dealing with client problems, leadership and management issues , professional conflicts, mood disorders, age and

experience, emotional demands for caring, lack of skills and short experience, conflicts with others, lack of clarity about tasks and goals and low social support at work. Work stress indicators according to Parker and Decotiis (1983), among others, Time Stress and Anxiety.

Conceptual model of the presents study is presented on figure 1



The two-factor theory developed by Herzberg (1987) states that there are two factors that influence satisfaction, namely: hygiene factors and motivation factors. Hygiene factors are important work factors for motivation in the workplace, hygiene factors are formed by elements: compensation, job security, working conditions, company policies, interpersonal relationships between colleagues, relationships with superiors. Motivation factors are factors that are inherent in the work and motivate employees to a superior performance, motivation factors are formed by elements: work performance, recognition of others (coworkers or superiors), progress, work itself and the development of self potential.

Increased role ambiguity results in more stress for employees. If employees are required to work well, but are not equipped by clarity of role, clarity of responsibility, adequate authority, and understanding the role of work in achieving organizational goals, employees have a tendency to become stressed (Khattak and Iqbal, 2013). The hypothesis proposed in this study is as follows:

- H1 : Role ambiguity negatively affected work satisfaction significantly
- H2 : Role ambiguity positively affected work-related stress significantly.
- H3 : Work-related stress negatively affected work satisfaction significantly.
- H4 : Work-related stress mediate role ambiguity towards work-satisfaction.

### III. RESEARCH METHODS

This research used associative nature by connecting one variable with another variable. Endogenous variables used in this study are job satisfaction (Y). The exogenous variable in this study was role ambiguity (X). The mediating variable in this study was work stress (M). The variables used were role ambiguity, job stress and job satisfaction as expressed in the hypothesis, each of which will be described in the appropriate indicator and then reduced to question items in the research instrument. Data were collected through interviews, and questionnaires were followed by tests of validity and reliability.

The measurement method in accordance with the design of this study was Structural Equation Modeling (SEM). The SEM used in this research is the Partial Least Square (PLS) approach. Ghazali (2011) states that PLS can be used to analyze data that are not ideal or not based on assumptions of measurement scale, data distribution, and sample size. In contrast to Covariance Based SEM which aims to explain causality, PLS, also called Component Based SEM, aims to find predictive linear relationships between variables.

Quantitative data in this study was expressed in the form of figures that can be calculated. Quantitative data collected in this study included the number of employees and the age of the employees of Pt. CiomasAdisatwa Region of Bali. Meanwhile, the qualitative data in this study were facts, images that cannot be stated in certain units of measure. The qualitative data of this study include the location of the study, general description of the company, the highest education and occupation / position of the respondent.

The primary source used in this study is respondents' data on role ambiguity, job stress and job satisfaction are measured directly by researchers for the purpose of this study. Meanwhile, secondary sources of internal research data of PT. CiomasAdisatwa Region Bali were the number of employees, the highest education of employees and the duration of service of employees.

The population in this study were all employees of PT. CiomasAdisatwa Region Bali as many as 100 employees. The sampling technique used the census method by involving all members of the population. The census method was used because the population is relatively small and the data obtained are more complete because it reflects the nature of the whole population. The number of questionnaires sent were 100 to all employees.

**Tabel 1. Population and Sample Research**

No	Work Department	Number of Employee
1	Head of Region	1
2	Head of Unit	4
3	Sales	4
4	Finance Region	3
5	HRD	4
6	Finance Unit	4
7	Admin of Finance	4
8	Admin of Sales	4
9	Admin of Production	4
10	Admin of Logistic	4
11	Field Worker	40
12	Sales Support	24
Total of Sample		<b>100</b>

Source: HRD PT.CiomasAdisatwa Region Bali, 2019

## IV. RESULT AND DISCUSSION

### 4.1 Convergent validity

Presented in table 2 are the results of convergent validity test of role ambiguity, job stress and job satisfaction as variables. The results of PLS method are presented in table 2. The value of outer model or correlation between variables have met the criteria of convergent validity as to the score of loading factors are above 0.50 and T-statistics above 1.96. Table 2. shows that the value of outer loading of all indicators are greater than 0.60 and T-statistic values greater than 1.96.

Process ambiguity indicator is the strongest measure of role ambiguity due to its highest value of outer loading value of 0, 942. All indicators have scored greater than 0.60 for its outer loading value, it can be concluded that these four indicators are valid indicators to measure role ambiguity variable.

The outer loadings of time stress and anxiety valued greater than 0.60. The time stress indicator is the strongest measure of the work stress variable with the highest outer loading value of 0.976. All indicators scored greater 0.60 in outer loading value, it can be concluded that these two indicators are valid indicators for measuring work stress variables.

Indicators of job satisfaction as many as twelve indicators scored greater than 0.60 in outer loadings.

The meaningfulness of the work indicator is the strongest measure of the variable job satisfaction with the highest outer loading value of 0.947. All indicators scored greater than 0.60 in outer loading values , it can be concluded that these twelve indicators are valid indicators for measuring job satisfaction variables.

### 4.2 Discriminant Validity

The evaluation of measurement model using cross loading in order to decide whether the construct has discriminant validity. If the square root of average variance extracted ( $\sqrt{AVE}$ ) of latent variable is greater than correlation coefficient of latent variable, it indicates that each indicators has good discriminant validity. Recommended value of AVE is greater than 0.50. Table 3 showed that all AVE scored greater than 0.5. Square root of average variance extracted ( $\sqrt{AVE}$ ) of each variables are greater than coefficient correlation between variables. Thus, the results implies that the discriminant validity of research model is appropriate and acceptable for further analysis.

### 4.3 Evaluate the Structure Model or Inner Model

Inner model or structural model test is done to see the relationship between the constructs, significance value and R-square of the research model. The model in this study was measured using Q-Square predicat relevance for structural models, measuring how well the observations produced by the model and also the estimated parameters. Q-Squre value > 0 indicates the model has predicate relevance, conversely if the Q-Square value  $\leq 0$  indicates the model does not have predicate relevance. Based on Table 5.9, the predictive value of relevance (R2) can be calculated, namely:

$$Q^2 = 1 - (1 - R_1^2)(1 - R_2^2)$$

$$\begin{aligned}
 &= 1 - (1 - 0,167)(1 - 0,429) \\
 &= 1 - (0,833)(0,571) \\
 &= 1 - 0,475 \\
 &= 0,525 \\
 &= 0,525
 \end{aligned}$$

The results of this calculation indicate that the value of R<sup>2</sup> is greater than 0 (0.525), it can be interpreted that the model is good because it has a relevant predictive value, which is equal to 52.5%. This shows that variations in the variable of job satisfaction can be explained by the variables used, namely the role ambiguity and work stress variables, while the remaining 47.5% is explained by other variables that have not been entered into the model.

Hypothesis testing can be done using t-statistics. If the value of t-statistics  $\geq$  t-table value (1.96) then the research hypothesis is accepted. In Table 5.10 exhibits that the role ambiguity on job satisfaction has a correlation coefficient of -0.490; with a t-statistics value of  $5.549 \geq 1.96$ , the research hypothesis was accepted. This shows there is a negative influence between the role ambiguity variable on job satisfaction. The higher the role of ambiguity in the employees of PT CionasAdisatwa Region Bali, will affect the job satisfaction of PT CionasAdisatwa Region Bali employees. The role ambiguity variable on work stress has a correlation coefficient of 0.409; with a t-statistics value of  $3.921 \geq 1.96$ , the research hypothesis was accepted. Work-related stress towards work satisfaction has a correlation coefficient of -0.278 with a t-statistics value of  $2.390 \geq 1.96$ , meaning the research hypothesis was accepted. This showed that work-related stress negatively affected work-satisfaction. The higher the work-related stress felt by employees will cause deteriorating work-satisfaction of employees of PT CionasAdisatwa Region Bali. It can be concluded that the hypothesis of this research is entirely accepted.

#### Testing the mediating role of work-related stress on *Role Ambiguity* towards *Job Satisfaction*

The results of testing the direct effect of *role ambiguity* on job satisfaction has a direct effect of -0.490. It is demonstrated that the pitch can be a significant negative effect of *role ambiguity* towards job satisfaction. The addition of work stress as a mediator gives a different effect on the direct relationship of *role ambiguity* to job satisfaction. Work stress mediation testing for women is done by calculating the value of *Variance Accounted For (VAF)*.

Prior to mediating variables added to the model of *role ambiguity*, the direct influence on job satisfaction scored -0.490 with significant negative coefficient. After mediating work-related stress (M) was inserted into the models, *role ambiguity* had indirect influence on job satisfaction, scored 0.620 with significantly positive. *Role ambiguity* had a direct effect on work-related stress with the score of 0.409, showing significantly positive effect. Work-related stress directly effect work-satisfaction negatively significant with the score of -0.278. Statistically, the effect of *role ambiguity* on job satisfaction was -0.793; the effect of *role ambiguity* on work stress of 0.409; and the effect between job stress on job satisfaction was -0.278.

From the results of the calculations, it can be informed that the mediating effect of work-related stress (M) on the indirect effect of *role ambiguity* (X) on job satisfaction (Y) combined with path coefficient of -0.303. These findings provide a clue that the higher *role ambiguity*, will increase work-related stress and decreasing employee work-satisfaction.

#### Effect of *Role Ambiguity* on Work Satisfaction

*Role ambiguity* contributes significant negative effect on work satisfaction. *Role ambiguity* impacts employee satisfaction PT CionasAdisatwa Region Bali. These findings indicate that in order to improve employee job satisfaction, it is necessary to handle the sense of *role ambiguity* of employees of PT CionasAdisatwa Region Bali. This study showed the high sense of role ambiguity, in which the employee was not sure what to expect at the company, unclear requirements in work, often feel confused, tasks that are not clear, and hopelessness will decrease in job satisfaction which can be reflected from the inconsistency of reward at work, rigid and unfair company policies, related to benefits, physical condition of employees and relationships between colleagues that are not maintained. With a high *role ambiguity*, it implicates low work-satisfaction.

The results of this study were in accordance with research conducted by James, *et al.* (2003) in a study of 129 door to door salesman. It showed that *role ambiguity* and role conflict were significantly and negatively associated with job satisfaction for the total sample. Muhammad, *et al.* (2011) in his research found that *role ambiguity*, contributed negative and significant relationship with work satisfaction, and work-related stress as mediating role. Yousef (2000) in his research found that *role ambiguity* affected job satisfaction. Research conducted by Tarrant and Sabo (2010) found that there was a significant relationship between *role ambiguity* and work-satisfaction. Rizwan, *et al.* (2014) in his study also stated that *role ambiguity* had a



significant negative effect on job satisfaction. Thus, the first hypothesis that *role ambiguity* contributed negative effect on work satisfaction is significantly accepted.

#### **Effect of Role Ambiguity on Work-Related Stress**

*Role ambiguity* provided a significant positive effect on employee work stress. So it can be concluded that the higher the *role ambiguity* felt by employees, the higher the work stress of the employee. Increasing *Role ambiguity*, in which the employee are unsure of what to expect at the company, unclear requirements, often feel confused, unclear task, and hopelessness will increase work-related stress of employees. Reflected in difficulty in spending time with family, so much time is spent at work, too much work load in a deadline, anxious when the phone rings, no days off, restless of work, feel tense and feel guilty taking leave. High *role-ambiguity*, it implicates high work stress of employees.

The results of this study were in line with research conducted by Khattak and Iqbal (2013) that *role ambiguity* had a positive effect on work stress. Increased *role ambiguity* resulted in employees becoming more stressed. If employees are required to work well, but not followed by clarity of role, clarity of responsibility, sufficient authority, and understanding the role of work in achieving organizational goals, employees have a tendency to become stressed. Usman (2011) proved that *role ambiguity* had a significant positive effect on work stress. Research conducted by Ram, *et al.* (2011) in Pakistan that *role ambiguity* and *role conflict* are proven to be positive and very related to work stress. Furthermore, Harris, *et al.* (2006) concluded that *role conflict* and *role ambiguity* are two factors that influence job stress. Previous studies have shown that *role ambiguity* has a considerable impact on employee employees Arnold, *et al.* (2009), Knight, *et al.* (2007). Thus, the second hypothesis, namely *role ambiguity*, a significant positive effect on work stress is accepted.

#### **Effect of Work-Related Stress On Work Satisfaction**

Work-related stress has a significant negative effect on job satisfaction. Work-related stress impacts the level of work satisfaction of employees of PT CionasAdisatwa Region Bali. Employee stress is reflected in feeling difficult to spend time with family, so much time is spent at work, too much work in a short time, worried when the phone rings, feels not having a day off, anxious because of work, feels tense and feels guilty taking leave. It decreases work satisfaction and can be reflected in inconsistency of reward with ongoing work, rigid and unfair company policies, related to benefits, physical condition of employees and relationships between colleagues who are not maintained. Thus, high work-related stress implicates low employee job satisfaction.

The results of this study are consistent with research conducted by Vasan (2018) on pharmaceutical sales representatives, showing that there is a significant correlation between work-related stress and work satisfaction. Correlation values illustrates that work satisfaction is negatively correlated with work-related stress. It can be concluded that high increase in work-related stress decrease work-satisfaction among pharmaceutical sales representatives. Bemana, *et al.* (2013) suggests the relationship between work-related stress and work satisfaction. The results concluded that there was no positive relationship between those variables. Rita, *et al.* (2013) in the research stated that there are many components of work stress that are influenced by job satisfaction. Data was collected from two hospitals and ANOVA software was used to find out the data. In this study the results concluded that there is a negative relationship on job satisfaction and job stress. Research by Hanafi, *et al.* (2018) noted a negative and significant influence between work-related stress on work satisfaction. This finding shows when work-related stress is high, it reduces employee job satisfaction. Mansoor, *et al.* (2011) investigated the impact of job stress on work-satisfaction studies in the Pakistan telecommunications sector. The results of this study indicate that stress is negatively related to employee job satisfaction.

Yahaya, *et al.* (2010) investigating the effect of work-related stress, work-satisfaction, intention to leave and absent in Malaysian commission companies conducted on 100 employees showed that job stress has a significant negative effect on work satisfaction. Thus, the third hypothesis namely job stress has a significant negative effect on work-satisfaction is accepted.

#### **Work-Related Stress as mediating variables in Role Ambiguity Towards Job Satisfaction**

The increasing work-stress as a mediating variable gives an increasingly negative influence on the direct relationship of *role ambiguity* and work-satisfaction. Work stress plays as partial mediation in the relationship between *role ambiguity* towards work satisfaction, so the hypothesis which states that work-related stress plays a role as mediating the relationship between *role ambiguity* on work-satisfaction can be accepted. This shows that the higher *role ambiguity* perceived by employees impact the increasing work-related stress, and this will certainly reduce employee work satisfaction.

*Role ambiguity* reflected by employees in feeling unsure of what is expected at the company, unclear requirements in work, often feeling confused, unclear tasks, and feeling hopeless increases work stress as

reflected by feeling difficult to spend time with family, so much time runs out at work, too much work in a short time, anxious when the phone rings, feels has no day off, is restless because of work, feels tense and feels guilty when taking time off. This will decrease employee work-satisfaction as reflected by the inconsistency of reward with work, rigid and unfair company policies, related to benefits, employee physical condition and relationships between colleagues. High work-related stress increase employee work-related stress and decrease employee work satisfaction.

The results of this study are consistent with research conducted by James, *et al.* (2003) in a study of 129 salespeople from business to business, showed that *role ambiguity* and role conflict were significantly and negatively associated with work satisfaction for the total sample. Muhammad, *et al.* (2011) in his research found that *role ambiguity*, has a negative and significant relationship with work satisfaction, and work-related stress plays a mediating role. Yousef (2000) in his research found that *role ambiguity* affects work satisfaction. Harris, *et al.* (2006) concluded that role conflict and role ambiguity are two factors that influence work-related stress. Previous studies have shown that role ambiguity has a considerable impact on employee stress. Arnold, *et al.* (2009), Knight, *et al.* (2007). Hanafi, *et al.* (2018) note that there is a negative and significant influence between work-related stress on job satisfaction. Thus, the fourth hypothesis namely work-related stress mediates the *role of ambiguity* on work satisfaction is accepted.

#### 4.4 Research Implications

Results of the study is giving theoretical implications to develop human resource management, especially regarding the theory of *role ambiguity*, work satisfaction and work-related stress. In this study shows that *role ambiguity* has a significant negative effect on work satisfaction, *role ambiguity* has a significant positive effect on work-related stress, work stress has a significant negative effect on job satisfaction, and work-stress is a partial mediator on the *role of role ambiguity* on work-satisfaction. Thus it is hoped that this research can be used empirical evidence for future research with related variables.

The results of this study indicate that in order to increase work satisfaction of employees of PT CiomasAdisatwa Region Bali, it is necessary to pay attention to the *role of ambiguity* and work stress factors. This shows that *role ambiguity* and work stress factors greatly affect the level of employee satisfaction in efforts to achieve company goals.

#### 4.5 Research Limitations

The scope of research is only limited to PT CiomasAdisatwa Region of Bali, so that the results of the study may also have differences in terms of how perceptions or levels of interpretation of each respondent in other government organizations. This study was limited to reviewing the *role ambiguity*, work-related stress and worksatisfaction, and therefore can not examine more deeply the factors other than the variables. Researchers can use other variables to fully understand the factors that influence job satisfaction. This study related to the determination of samples using saturated sample techniques. For the future research, it can apply other sampling techniques, one of which is *random sampling technique* so that it can be generalized. Research is using the design of a *cross-sectional* or point-time method time certain., but it is able to observe the dynamics of conditions in its changing time. It is important to conduct upcoming research.

## V. CONCLUSIONS

*Role ambiguity* has a significant negative effect on job satisfaction. The higher the *role ambiguity* that employees feel, will have an impact on decreasing employee work satisfaction at PT CiomasAdisatwa Region Bali. *Role ambiguity* has a significant positive effect on work stress. The higher *role ambiguity* that employees feel, will have an impact on increasing employee work stress at PT CiomasAdisatwa Region Bali. Work-related stress has a positive effect on work satisfaction. This shows that more employees feel stressed at work will affect the level of work satisfaction of these employees. work stress has a role as a partial mediation in relationship between *role ambiguity* and work satisfaction, meaning that *role ambiguity* is able to influence work satisfaction without work stress.

Results of the study were obtained from questionnaires distributed to 100 respondents, it can be seen that the ambiguity of hope in the variable indicator *role ambiguity* has smallest average score. Researchers suggest to related parties that management needto foster sense of comfort, especially in ensuring that employees feel confidence in the goals and expectations of the company. To ensure that employees will work better in order to be able to achieve what they expect.

Results of the study obtained from questionnaires that have been distributed to 100 respondents, an indicator of *time of stress* in work stress variables have very little value. Researchers suggest to related parties that management pay more attention to time at work, so that employees can still feel they have time for family, do not feel bored at work and feel enough time to complete all their work. It is intended that employees are happy to complete all their work in order to immediately gather with family.

Researchers can then use other variables to increase work satisfaction. It is expected that further research can explain the dynamics of change in social more specific and accurate. Further research can add other categories as research subjects, besides that future research can also apply other sampling techniques, one of which is *random sampling technique* so that it can be generalized.

#### REFERENCES

- [1] Belias, D., Koustelios, A., Sdrollias, L., Koutiva, M., & Zournatzi, E. (2013). Job Burnout Greek Bank Employees: A Case Study. *International Journal of Human Resource Management and Research*, 3(2), 105-120.
- [2] Aziri, B. (2011). Job Satisfaction: A Literature Review. *Management Research and Praticce*, Vol.3,77-86.
- [3] Herzberg, F., (1987). One More Time: How Do You Motivate Employees?. *Harvard Business Review*, 1-15.
- [4] Colquitt, Jason A., Jeffrey A. Lepine, and Michael J. Wesson. (2013). *Organizational Behaviour*. New York: Mcgraw-Hill.
- [5] Sowmya, K.R., & Panchanatham, N. (2011). Factors influencing organizational commitment of banking sector employees. *Journal of Economic and Behavioral Studies*, 2 (1), 19-25.
- [6] Mosadeghard, Ali Mohammad. (2013). Occupational Strss and Turnover Intention: Implicationn for Nursing Management. *International Journal of Health Policy and Management*, 1(2),169-176.
- [7] Richard, L, Hunghes, C.Robert, Ginnett, J.Gordon, Curphy. (2012). *Leadership*, Jakarta: Salemba Humanika.
- [8] Raddaha, A. H., Alasad , J., Albikawi , Z. F., Batarseh, K. S., Realat, E. A., Saleh , A. A., & Froelicher , E. S. (2012). Jordanian Nurses' Job Satisfaction and Intention to Quit. *Leadership in Health Services*, 25(3), 216-231.
- [9] Lumley, E., Coetzee, M., Tladinyane , R., & Ferreira, N. (2011). Exploring the Job Satisfaction and Organisational Commitment of Employees in the Information Technology Environment. *Southern African Business Review Volume*, 15(1), 100-118.
- [10] Rizwan M., Waseem A., Bukhari S.A. (2014). Antecedents of Job Stress and Its Impact on Job Performance and Job Satisfaction. *International Journal of Learning & Development*, 4(2).
- [11] Yousef, A. Darwish. (2000). The Interactive Effects of Role Conflict and Role Ambiguity on Job Satisfaction and Attitudes Toward Organizational Change: A Moderated Multiple Regression Approach. *International Journal of Stress Management*, 7(4), 289-303.
- [12] Lapopolo, R. B. (2002). The Relationship of Role related Variables to Job Satisfaction and Commitmen to The Organization in Restructured Hospital Environment. *Physical Therapy J*, 82(10),984-999.
- [13] Karimi, R., and Zoharah, B. O. (2014). The Influence of Role Overload, Role Conflict and Role Ambiguity on Accupational Stress Among Nurse in Selected Iranian Hospitals. *International Journal of Asian Social Science*, 4(1), 34-47.
- [14] Rizzo, J.R., House, R.J., Lirtzman, S. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*,15(1), pp.150-63.
- [15] Lee, S., Yun, T. and Lee S-Y. (2014). Moderating role of social support in the stressor-satisfaction relationship: evidence from police officers in Korea. *International Review of Public Administration*, 20(1), 102-116.
- [16] Mosadeghard, Ali Mohammad. (2013). Occupational Strss and Turnover Intention: Implicationn for Nursing Management. *International Journal of Health Policy and Management*, 1(2),169-176.
- [17] Lambert, R.G., C.J. McCarthy, M. O' Donnel and C. Wang. (2009). Measuring Elementary Teacher Stress and Coping in The Classroom: Validity Evidence for The Classroom Appraisal of Resources and Demands. *Psychology in The School*, Vol. 46, 973-988.
- [18] Mryyan, Majd T. (2009). Job Stressor and Social Support Behaviors: Comparing Intensive Care Units to Ward in Jordan. *Content Management*, Vol.31, 163-175.
- [19] Parker, D. F., &DeCotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behavior and Human Performance*, 32, 160-177.
- [20] Khattak, Quarat-ul-ain., & Iqbal. (2013). Impact of role conflict on job satisfaction, mediating role of job stres in private banking secto. *Interdisciplinary Journal Of Contemporary Research In Business*. 4(2).
- [21] Ghozali, I. 2011. *Aplikasi Analisis Multivariate dengan Program IBM SPSS 19, Edisi ke-5*. Semarang. UNDIP.
- [22] James S. Boles, John Andy Wood, and Julie Johnson. (2003). Interrelationships of Role Conflict, Role Ambiguity, and Work-Family Conflict with Different Facets of Job Satisfaction and the Moderating Effects of Gender. *The Journal of Personal Selling and Sales Management*, 23(2), 99-113.



- [23] Muhammad, Arif Khattak., Syeda, Faiza Urooj., Jamshid, Khattak., Nadeem, Iqbal. (2011). Impact of Role Ambiguity on Job Satisfaction: Mediating Role of Job Stress. *International Journal of Academic Research in Business and Social Sciences*, 1(3), 2222-6990.
- [24] Tarrant, Theresa., Sabo, Carolyn. (2010). Role Conflict, Role Ambiguity, and Job Satisfaction in Nurse Executives. *Nursing Administration Quarterly*, 34(1), 72-82.
- [25] Usman, Ahmad. Zulfiqar A., Ishfaq A., & Zeeshan A. (2011). Work Stress Experienced by the Teaching Staff of University of the Punjab, Pakistan Antecedents and Consequences. *International Journal of Business and Social Science*, 2(8).
- [26] Ram, Nanik., Khoso, Immamuddin Dr., Shah, Asif Ali., Chandio, Fayaz Raza., Shaikih, Faiz. M. (2011). Role Conflict and Role Ambiguity as Factors in Work Stress among Managers: A Case Study of Manufacturing Sector in Pakistan. *Asian Social Science*, 7(2), 113-118.
- [27] Harris, E. G., Artis, A. B., Walters, J. H., & Licata, J. W. (2006). Role Stressors, Service Worker Job Resourcefulness, and Job Outcomes: An Empirical Analysis . *Journal of Business Research*, 59 (4), 407-415.
- [28] Arnold, T., Flaherty, K. E., Voss, K. E., & Mowen, J. C. (2009). Role stressors and retail performance: the role of perceived competitive climate. *Journal of Retailing*, 85(2), 194-205.
- [29] Knight, D. K., Kim, H. J., & Crutsinger, C. (2007). Examining the effects of role stress on customer orientation and job performance of retail salespeople. *International Journal of Retail & Distribution Management*, 35(5), 381-392.
- [30] Vasan, M. (2018). Impact of Job Stress on Job Satisfaction among the Pharmaceutical Sales Representatives. *Research J. Pharm. and Tech*, 11(9), 3759-3764.
- [31] Bemana, I., Moradi, H., Ghasemi, M., & Ghayoor, S.M. (2013). The Relationship among Job Stress and Job Satisfaction in Municipality Personnel in Iran. *World Applied Sciences Journal*, 22 (2), 233-238.
- [32] Rita, A. A., Atindanbila, S., & Abepuoring, M.-N. P. (2013). The Causes of Stress And Job Satisfaction Among Nurses At Ridge And Pantang Hospitals In Ghana. *Journal of Asian Social Science*, 3(3), 762-771.
- [33] Hanafi Agustina, Zunaidah, Mistari Ulfa. (2018). The Effect of Job Stress Toward Employee Performance Through Job Satisfaction of PT Muara Alam Sejahtera Employees. *International Journal of Scientific and Research Publications*, 8(8), 1-5.
- [34] Mansoor, Muhammad, Sabtain Fida, Sabtain Fida, Zubair Ahmad. (2011). The Impact of Job Stress on Employee Job Satisfaction A Study on Telecommunication Sector of Pakistan. *Journal of Business Studies Quarterly*, 2(3), 50-56.
- [35] Yahaya, Azizi, Noordin Yahaya, Farhana Amat, Abdul Talib Bon, Zurihanmi, Zakariya. (2010). The Effect of Various Modes of Occupational Stress, Job Satisfaction, Intention to Leave and Absentism Companies Commission of Malaysia. *Journal of Basic and Applied Sciences. ISSN 1991-8178*, 1676-1684.
- [36] Hanafi Agustina, Zunaidah, Mistari Ulfa. (2018). The Effect of Job Stress Toward Employee Performance Through Job Satisfaction of PT Muara Alam Sejahtera Employees. *International Journal of Scientific and Research Publications*, 8(8), 1-5.