EFFECT OF MULTIPLE ROLE CONFLICT ON JOB SATISFACTION WITH THE MEDIATION ROLE OF STRESS

A STUDY AMONG UNIVERSITY FEMALE LECTURERS IN INDONESIA

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Abstract

In order to improve the human resource quality in university, it is required high lecturer quality and to get good lecturer quality, it is required job satisfaction. The level of job satisfaction is influenced by stress level and the experienced multiple role conflict. This research is conducted to know the effect of the multiple role conflict to the stress and job satisfaction level to the university female lecturer. The research is conducted to two private universities by giving 143 questionnaires to full-time and part-time lecturers. The data is processed by using Partial Least Square with analysis of Structural Equation Model (PLS-SEM). This research finds a significant positive relation between the multiple role conflicts on stress level, there is also negative and significant relation between stress levels on job satisfaction and there is negative and insignificant relation between the multiple role conflicts on job satisfaction. The multiple role conflict has no direct relation with the job satisfaction; these two relations are mediating by stress.

Keywords: Multiple role conflict, stress, job satisfaction, female lecturers

INTRODUCTION

Since the last decade, the work and family conflict have been a concern of society and also the researchers (Luk, 2005), since then, research on the multiple role conflict has been done both in men and women who work and have a family (Parasuraman and Greenhaus (1992), Roth and David (2009), Lee and Hong (2005), Rathi and Barath (2013) Beutell and Schneer (2014)). The number of women currently entered into the work world seems to be higher, the need to meet domestic demand is one of the reasons (the Goddess, Martini 2012), in addition, there is also inner motivation due to the increasing levels of education, their leisure time and social relationships (Rahaju et al, 2012).

This situation leads to multiple roles for working women, not only as workers, but also as a mother, wife and caregiver, as well as caregivers for children and other family members (Adam, 2008), so that the demands of women's struggle increases in order to overcome the pressure between work and family. As a result of this pressuring situation, it leads an employee to the difficulties in managing and overcoming the demands of the role in shifting the time and energy from other role demands (Roth and David, (2009). Carlson (1999) mentions that the nature of the conflict on the job role relating to the number of working worked, overtime work, attendance, irregular working hours and uncontrolled work schedules. While, the nature of the family role conflict relates to having small children, having a working partner and having big family (Greenhaus and Beutell, 2005), as well as factors of number of children, lifestyle, family involvement, and childcare responsibilities (Ahmad, 2008).

The emergence of role conflict usually occurs when someone is trying to meet the role demand of her work which is influenced by the ability to meet the role demand in the family, and the other way around, the fulfillment of the family demand is influences by women's to meet the work demand (Frone and Cooper, 1992). This conflict will also have consequences on choice between career development or marriage and children (Friedman and Greenhaus, 2000: 3).

The implications of both career demand and family demand can lead to pressure for employees (Jamadin, et al, 2015), where this effect of role conflict stress can make a person experiencing behavior changes in which are often annoying and can even create stress (Wijono 2012 : 203). Stress can be an adaptive response to external circumstances that will result in physical, psychological and or behavior deviations (Kreitner and Kinicki, 2005: 351). Family factor has major impacts on a person's stress level. Family situations, such as quarrels, family members with illness or poor relationships with parents, spouse and children, can act as a significant cause of stress on employees (Luthans, 2006). So it is with the work factor, it is also indicated as a source of stressors for employees such as those associated with the work rules (work role) and the conflict between employment and family (Singh, 2007). Employees who

have a high level of job and family problems will meet with high stress level, and the other way around (Jamadin, 2015) and it is also found that compared to men, women are more likely to experience stress on the circumstances she faces (Singh, 2007).

Similarly, a woman who works as a lecturer, may experience stress because of the multiple role conflict. Harsiwi (2004) mentioned in the last decade, it seems that women who works as a lecturer at university shows increasing stress due to undertaken multiple role. When the cusp of role conflict and stress can not be resolved, then there is a threat for her job satisfaction. Thus, the stress from the multiple role conflict will affect someone's job satisfaction who can not balance the demands between one role and another.

THEORETICAL STUDY AND HYPOTHESES

Multiple role Conflict

In the work environment, there are various kinds of problems that can sometimes result in conflict, whether it is small, medium to big conflict (Fahmi, 2011: 17). Conflicts can occur in the individual itself, interpersonal, intergroup, and the organization (Luthan, 2006: 453). The conflict between family and work is one example of role conflict experienced by employees (Luthan, 2006: 453). This role conflict (ambiguity) is due to the multiple roles by human in the life, where variety roles can lead to a conflict within himself or herself. According to Greenhaus and Beutell (1985) The multiple role conflict is also known as conflict between work and family which is a form of role conflict in which the role demands of work and family can not be mutually aligned in some respects. Chai-yong and Kian-sam, 2005, say that there are two types of multiple role conflict, namely work influences family or work-to-family conflict and family-influence-work or family-to-work conflict. Work-to-family conflict will occur when the work role interferes with the family role while the Family-to-work conflict occurs when family roles interfere with the work role Conflict between work and family roles can lead to pressure and stress. In some studies, there is a significant relationship between multiple role conflict and stress. Quarat-un-ail (2013), Netemeyer (2005) and Parayitam et al, (2008) found that the multiple role conflict has a positive effect on stress. The work conflict (role conflict and role ambiguity) has positive effect on stress (BeomCheol, 2009).

So it can be hypothesized H1: *There is a positive relationship between multiple role conflict and Stress*

Stress

Kreitner and Kinicki (2005: 351) define stress as an adaptive response characteristic related to by individual or psychological process, which is a consequence of any external action, situation,

or event placing a person's psychological or physical demands. Then, it is mentioned that stress if managed properly can be a driving force and increase the intensity of work, whereas if it is not managed properly, stress will cause problems that negatively impact individuals and companies. Sondra Siagian (2011: 300) mentions that stress is a condition that affects the emotional tension, the mind, and physical condition. Stress can arise as a result of pressure or tension that comes from lack of harmony between man and his environment. According Sopiah (2008: 85) stress is an adaptive response to a situation that is perceived to challenge or threaten a person's health. Stranks (2005: 44) mentions the stress effect to the employee performance can be presented to high absenteeism, undirected work, loss of work concentration, work errors and lack of working relationships between staffs. High accumulated stress can affect a person's performance and also affect the behavior, job satisfaction and welfare. The effect of work stress can be beneficial or detrimental to the organization and the individual.

Stress has an influence on job satisfaction of employees in accordance with the results of research conducted by Tuten (2004), Nadeem (20090, Ram (2011), Visser (2003), Applebaum (2010), BeomCheol, et al (2009), Mansoor, et al (2011), Rizwan, et al (2013), Fairbrother and Warn (2002) who found a direct negative relationship between stress and job satisfaction .

So it can be hypothesized H2: *There is a negative relationship between Stress and job satisfaction*

Job Satisfaction

Employee satisfaction is a result of the employee's perception of how good their job to give items considered as important things (Luthan, 2006: 243). According to Muchlas (2008: 45) job satisfaction is a person's general attitude toward his work which is difference between the reward received with reward which should be accepted according to his own calculations. The job satisfaction is a positive feeling about someone work as a result of his/her characteristic evaluation. Kreitner and Kinicki (2014: 169) mention job satisfaction is an effective or emotional response to the various aspects of a person's job. While Vecchio (1995: 124), states that job satisfaction as a thinking, feeling, and action tendency of a person, which are person's attitudes towards work.

If the job satisfaction of an employee does not be concerned so the employee will give many responses as consequences. Which according to Robbins (2012: 98), the response can be either (1) *exit*: behavior that is intended to leave the organization, including to search for a new position and resign, (2) aspiration (*voice*): actively and constructively try to improve conditions including suggest improvements, discuss problems with the boss and some form of

trade union activity, (3) *loyalty* : passively but optimistic wait for the improved conditions, including defense the organization when dealing with external criticism and trust the organizations and their management to do the right things and (4) *neglect*: passively let the condition to become worst, including the absence or continuous delay, lack of effort and increasing error rate.

A research conducted by Adam (2008) found that there are some things giving effects to job satisfaction, among others are workplace support, superior control, stress, working hours, workload and personal employee conflict between family and work. While Haar (2008) in his research found that the main cause of job satisfaction is flexible working hours (*flexi-time*) but the personal conflict employee between work and family is found to have no significance to the job satisfaction of employees.

So it can be hypothesized H3: *There is a negative relationship between multiple role conflict and job satisfaction*

Mediating role of Stress

Role conflict faced by employees and also the expected high work standards by organization can cause stress (Kluger, and Laidlaw, 2003) which will have an impact on employee's work dissatisfaction. Lourel, et al (2009) found that the work-family conflict influences the employees' job satisfaction by stress, so did a study conducted by Quarat-un-ail, (2013) which found stress as relationship mediation between work and family conflict to job satisfaction

This study will also test Stress as a mediated variable in the relationship of multiple role conflict to the employee's job satisfaction, so it can be hypothesized H4: *stress mediates the relationship between multiple role conflict and job satisfaction.*

Figure 1. Proposed Research Model
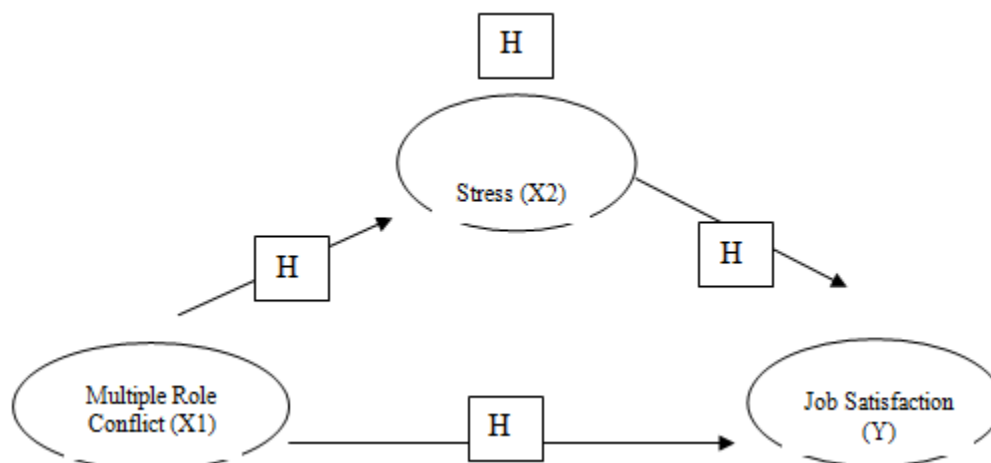
METHODOLOGY

This study is conducted at four faculties in two private universities in Denpasar, Bali, namely the Faculty of Economics and the Faculty of Teacher Education ai Mahasaraswati University, Faculty of Economics and Faculty of Religious Education and Arts in University Hindu Indonesia Denpasar, Bali.

Sampling

The selection of the faculties is based on the highest number of female lecturers who teach in each faculty. The sample criteria are specified to either a part-time and full-time female lecturers with profession as teachers, married and have a family. There are total of 143 female lecturers. From the entire distributed questionnaire, for two-month study period, there are only 126 acceptable answers due to several reasons such as incomplete answer, the filled answer but not perfect and there are some blank answers.

Validity & Reliability

From the validity test results by Outer Loading, it is obtained one invalid answer that is question Y13 so that it is taken from the model and the rests have the results above 0.5 which means that the given answers are valid (see table 1 in the original sample column). The reliability test results by the Composite Reliability is to measure the reliability of a construct, test accuracy, consistency and accuracy of the instrument, it is obtained result more than 0.70 which means that the entire constructs are reliable and can be used (see Table 2). The data is processed using Partial Least Square in Structural Equation Model Analysis (PLS-SEM).

Table 1. The validity test result (Outer Loading)

OUTER LOADING

Item	Original Sample [O]	Sample Mean [M]	Standard Deviation [STDEV]	Standard Error [STERR]	T Statistics O/STERR
X11 <- X1	0.6950	0.6864	0.0752	0.0752	9.2442
X12 <- X1	0.8342	0.8280	0.0607	0.0607	13.7348
X13 <- X1	0.7005	0.7088	0.1012	0.1012	6.9225
X14 <- X1	0.6648	0.6652	0.0974	0.0974	6.8228
X21 <- X2	0.7023	0.7005	0.0614	0.0614	11.4378
X22 <- X2	0.8282	0.8191	0.0449	0.0449	18.4333
X23 <- X2	0.8603	0.8568	0.0353	0.0353	24.4043
Y11 <- Y	0.7905	0.7379	0.1371	0.1371	5.7674
Y12 <- Y	0.5272	0.4480	0.2213	0.2213	2.3828
Y14 <- Y	0.7872	0.7544	0.1667	0.1667	4.7212

Note: X1: Multiple role conflict, X2: Stress, Y: Job satisfaction

Table 2. The reliability test result

	AVE	Composite Reliability	R Square	Cranach's Alpha	Communality	Redundancy
X1	0.5278	0.8160	0.0000	0.6984	0.5278	0.0000
X2	0.6400	0.8412	0.3355	0.7242	0.6400	0.2048
Y	0.5067	0.7484	0.1554	0.5269	0.5067	0.0392

Note: X1: Multiple role conflict, X2: Stress, Y: Job satisfaction

Measurement

Multiple Role Conflict (X1) is measured based on the measurements made by Frone et al (1992), with almost the same items used by Netemeyer, Boies, & McMurrian, (1996), Heponiemi et al (2010). 4 appropriate and related question items are used to determine how often conflicts faced by employees related to the work and family roles, or the other way around, using a Likert scale 5 from the answer of never to often.

Stress (X2) is measured with 3-item question by Mas'ud, Fuad (2004) with 5 Likert scale to determine whether or not the employees experience stress in the work environment and the family of the answers are ranging from never to often

Job satisfaction (Y) is measured based on Mas'ud, Fuad (2004) with 4 item statements regarding the satisfied feeling with the work, using a Likert scale 5, the answers are ranging from disagree to strongly agree

EMPIRICAL RESULTS

From the test results of path coefficient described in Table 3 and Figure 1, it is found that the effect of X1 to X2 is 0.5792 with a t-test of 9.0813 (<0.96 with 5% of alpha level), meaning that it has a significant positive effect between X1 to X2 or multiple Role Conflict has a significant positive effect on stress. The test results support the hypothesis 1 in line with the results of Quarat-un-ail (2013), Netemeyer (2005) and Parayitam et al (2008) which show the increasing multiple role conflict faced by the employees will be able to cause increasing stress they experienced as a result of the employees' inability to balance between work and family roles role. So, H1 is accepted.

Table 3. Connectedness between X1 (Multiple Role Conflict) on job satisfaction (Y), with mediated by stress (X2)

Path Coefficient

Item	Original Sample [O]	Sample Mean [M]	Standard Standard Deviation [STDEV]	Standard Error [STERR]	T Statistics O/STERR
X1 -> X2	0.5792	0.5919	0.0638	0.0638	9.0813
X1 -> Y	-0.1661	-0.1565	0.1400	0.1400	1.1868
X2 -> Y	-0.2739	-0.2914	0.1330	0.1330	2.0604

Note: X1: Multiple role conflict, X2: Stress, Y: Job satisfaction

In testing the hypothesis 2, which states that there is a negative relationship between stress and job satisfaction, it is obtained that it is consistent with the path coefficient test results in this study. The results of path coefficient find that the effect of X2 on Y is -2.739 with a t-test of 2.0604 (<0.96 with 5% of alpha level) meaning that there is a negative and significant effect of X2 to Y. This means that stress has a significant negative effect on Job Satisfaction. The test results support the hypothesis 2, so H2 is acceptable and in accordance with the research results conducted by (Tuten 2004), Nadeem, (2009), Ram, (2011), Visser, (2003), Applebaum, (2010), BeomCheol, et al, (2009), Mansoor, et al, (2011), Rizwan, et al, (2013), Fairbrother and Warn, (2002).

Figure 1: The relationship between X1 (Multiple Role Conflict) on job satisfaction (Y), with mediated by stress (X2)
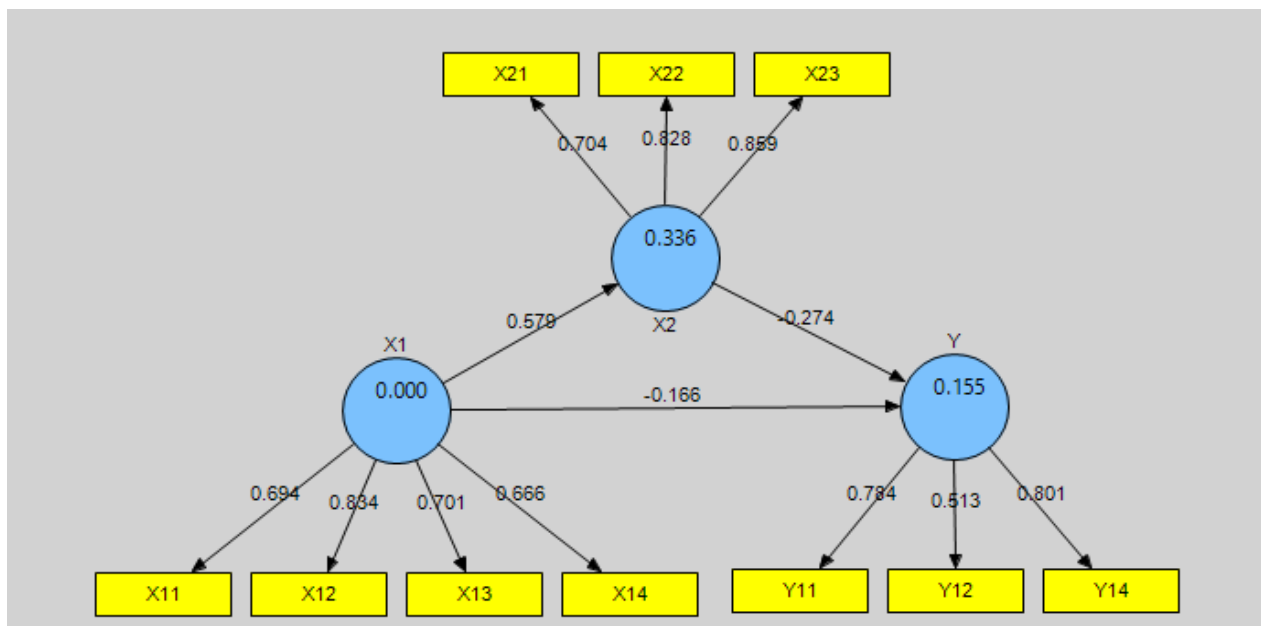
Hypothesis 3 stating that there is a negative relationship between multiple role conflict and job satisfaction in this study is consistent with the path coefficient test results obtained that the effect of X1 on Y is -0.1661 by t-test of 1.1868 (<0.96 with 5% of alpha level) meaning that X1 has significant negative effect on Y, it means that there is a negative but not significant effect between X1 and Y or multiple role conflict has significant negative effect on job satisfaction. The negative relationship of multiple role conflict does not give any significant effect to job satisfaction of the lecturer, so H3 is rejected; it is not in accordance with the research results of Haar (2008), Bhowon (2013), Quarat-un-ail (2013.

To determine the role of mediated variables, this study tests the mediation with the path coefficient test results, it seems that X1 has no significant effect on Y, but X1 has significant effect on X2 and X2 has significant effect on Y, then it means that X2 is a mediating variable between X1 into Y (full mediation). Thus, these results indicate that stress mediates fully the relationship between the multiple role conflict and job satisfaction, so H4 is acceptable, the results are consistent with study by Quarat-un-ail (2013) and Lourel, et al. (2009) who found stress as a mediation relationship between multiple role conflict and employee's job satisfaction.

CONCLUSION

The qualified lecturer at the university level is expected especially at the university in Bali Indonesia, given currently, Indonesia is actively improving the quality of human resources through education, especially in university level. To get the qualified education, it is required qualified lecturers as well. The qualified lecturers are obtained when they experience a sense of satisfaction in their work, which job satisfaction is influenced by various factors including the influence of multiple role conflict and stress they experience.

The multiple role conflict in this study is found to have positive and significant relation with the stress; here it reveals that the increasing conflicts faced by the lecturer makes the increasing stress. In this case, the university managements are is expected to involve themselves in the role conflict faced by lecturers, by finding a way out or a solution to minimize and also reduce their conflicts while it also will have an impact on the lowering stress level they experienced.

Similarly, the stress level by the lecturers, it is found to have a negative and significant relation with the job satisfaction. it shows that the increasing stress by lecturers makes the decreasing of job satisfaction by them which results in their reduced work satisfaction. Stress is also found to mediate the relationship between multiple role conflict and job satisfaction, this suggests that multiple role conflict by lecturers has no direct influence on job satisfaction but through stress as mediation.

LIMITATIONS AND FUTURE RESEARCH

The limitation of this study is that it is only conducted at two university lecturers with small samples so that the results can not generalize the university lecturer performance in one area or province. Besides, the variables used are also limited to three variables, further studies may be conducted to wider variables to determine the level of lecturer job satisfaction so the results can be generalized.

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