

THE EFFECT OF ROLE STRESSOR ON JOB SATISFACTION AND ITS EFFECT ON JOB PERFORMANCE: CYBERLOAFING AS MEDIATOR

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DOI: <http://dx.doi.org/10.37500/IJESSR.2021.4205>

ABSTRACT

The researcher used 150 samples on the administrative staff at X hospital Surakarta to test whether cyberloafing could sustain the negative effects of dealing with workplace stress towards job satisfaction and its consequences on job performance. The result shows that the administrative staff at the X hospital Surakarta experienced role conflict and role ambiguity when they do their task. Nevertheless, these 2 concepts are at the low level on the role ambiguity variables and at the moderate level on the role conflict, even though they experienced both strains, the administrative staff at the X hospital felt contentment with their present circumstance and have positive impacts regarding their performance. Cyberloafing in this research does not have an impact on moderating the relationship between role ambiguity and role conflict towards job satisfaction. Perhaps stress on a certain level is required by individuals to grow, control past skills, and develop a new set of skills. Hence, the aim is not to repeal all stress but to ensure that the strains and worry along with stress will not burden the individuals (Tarrant & Sabo, 2010).

KEYWORDS: Cyberloafing, Role Ambiguity, Role Conflict, Job Satisfaction, Job Performance

1. INTRODUCTION

Nowadays, the use of the internet in an organization has turned into a necessity. Because the existence of the internet has given many effects on organizations/companies. Almost all organizations offer internet facilities for their employee to assist them in accomplishing their tasks. However, internet access in the workplace could also give easy alternatives (e.g., cyberloafing) which could work against employees' jobs (Pindek et al., 2018). According to Lim (2002), cyberloafing or wasting time using the internet for non-working is the main trouble for employers because the access to the internet has broadened through the utilization of smartphones, tablets, and other electronic devices. It is estimated that employees can spend up to two hours each day engaging in cyberloafing in the workplace and mostly it costs the organization \$ 85 billion annually (Andel et al., 2019). Therefore, cyberloafing is generally considered a counterproductive or unprofitable behavior, unsuited to the organization, and may cost the organization (Pindek et al., 2018).

However, not all cyberloafing activities result the same. Some findings contradict the general assumption. Lim & Chen (2012) stated that cyberloafing has positive impacts such as improving employees' moods, and increasing employees' work engagement (Syrek et al., 2018), as repaying injustice (Lim, 2002), response against stressors (Henle & Blanchard, 2008), or as a result of depletion

of self-regulating resources (Wagner et al., 2012). The most recent research related to this is Andel et al. (2019) who found that the effect of cyberloafing as moderation can be used by employees for coping mechanisms in the workplace, due to stressful conditions such as work stress caused by exposure to aggression.

Henle & Blanchard (2008) suggested that events that cause stress in the work (work stressor) can result in cyberloafing behavior among employees, such as role ambiguity and role conflict. Role ambiguity occurs when an employee receives inadequate information, unclear policies and directions, uncertain authority, and unclear duties and relationships with others in carrying out their works (Amiruddin et al., 2019). On the other hand, role conflict is a situation in which individuals encounter different role expectations (Robbin & Judge, 2017), and two different orders simultaneously (Amiruddin et al., 2019). Role conflict and role ambiguity are both forms of role stress (Tarrant & Sabo, 2010).

Role stress is considered as a negative factor that can bring an adverse outcome for organizations and individuals, such as job dissatisfaction, increased work anxiety, employee fatigue and employee turnover, also reduced performance and level of commitment to the organization as a whole (Koustelios et al., 2004; Palomino & Frezatti, 2016; Tarrant & Sabo, 2010; Usman & Xiao, 2017). Some of the research evidence can be taken into consideration, that role ambiguity and role conflict are the two most common characteristics of work settings that affect job satisfaction, and that job satisfaction is more likely to be influenced by cyberloafing behavior than other results that are more distant (Andel et al., 2019).

The results of job satisfaction have a huge impact on the performance of an employee. It is because the performance of an employee is considered as a substantial measure related to managerial achievement and organizational success (Mahlamaki et al., 2019). Therefore, definitely, a business needs employee with high performance in order to achieve organizational goals and remain commercially competitive. The study of the performance reveals that regardless of the type of organization faced, whether academic institutions or business organizations; individual performance has become a fundamental element to achieve a competitive advantage (Murtza et al., 2020).

In organizational life, role pressure is an event that cannot be easily avoided. In fact, conflict is often present in individual relationship, group or organizational relationships.

Likewise, with the phenomenon of role ambiguity and role conflict that occurred in the administrative staff of X Hospital in Surakarta. At the same time, cyberloafing is also possible to be occurred, especially for employees whose duties cannot be separated from internet access and computer such as administrative employees at X Hospital in Surakarta.

Based on the explanation above, this study aimed to build a developed literature, especially from the findings from Andel et al. (2019). In previous studies Andel et al. (2019) used the relationship between

physical and verbal aggression on job satisfaction and turnover intention which then involved cyberloafing as a moderating variable for the relationship. However, in this study, the researcher wanted to analyze about what if cyberloafing moderates the relationship between job stressors, namely role ambiguity and role conflict on job satisfaction and its consequences on employee performance.

2. Literature Review and Hypothesis Development

2.1. Role Stressor and Job Satisfaction

Role stress is a potentially harmful and serious problem for organizations (Akgundus Y, 2015). The role stress refers to a demanding job that involves a job role (Wong et al., 2007). This role consists of a series of expectations about the responsibilities that are applied to a position (Wang et al., 2020). Employees expect that their roles to be clear and combined, otherwise, they may have role stress that manifested by role ambiguity and role conflict. Role ambiguity refers to uncertainty of role expectations, including insufficient information to declare how to achieve job goals and evaluate work performance (Rizzo et al., 1970). Meanwhile, the role conflict is a situation in which individuals are faced with different expectations (Robbin & Judge, 2017), or it can be called as a mismatch of level among job tasks, resources, rules or policies (Dele & Fox, 2008). Role conflict can also come up due to two different commands at once. Employees who experience role conflicts will face different role expectations (Robbin & Judge, 2017).

Some literature that is summarized in the meta-analysis Brown and Peterson (1993) and Zablah et al. (2012) emphasize that role conflict and role ambiguity are negatively correlated with job satisfaction (Roman et al, 2018). This job satisfaction refers to a pleasant or positive emotional condition, which is the outcome from individual job assessment or job experiences (Onyemah et al., 2018). The empirical research that conducted by Palomino & Frezatti (2016), Karadal et al., (2008) as well as Tarrant and Sabo (2010) found and proved that role conflict and role ambiguity affect job satisfaction. Wang et al., (2020) also stated that the simplest and obvious psychological reaction towards job stressor is dissatisfaction with work. The various research that has been presented have shown that role ambiguity and role conflict

are negatively correlated with important work attitude (such as job satisfaction). Thus, this research proposes two hypotheses, they are:

H1. Role ambiguity will negatively effect towards job satisfaction

H2. Role conflict will negatively effect towards job satisfaction

2.2. Job Satisfaction and Job Performance

Job performance is a step of achievement in finishing certain work. Means, the performance of employee is a step of achievement as work achievement which is done by individual from organization (Simanjuntak, 2011). Theoretically, work satisfaction has a relationship with performance (Eliyana et al., 2019). While empirically, according to Kertabudi & Aripin (2015) studied about the organization's

influence from the organization commitment and the satisfaction towards the performance which shows that improving the job satisfaction is crucial in the organization. Osiokalu et al. (2015); Al-Ajouni (2015) researched about the correlation between the job satisfaction and job performance which shows that there are positive and significant relationship between job satisfaction and job performance. Hutabarat (2015) and Hanzaeel & Mirvaisi (2013) also found in their research that the work satisfaction, affects positively and significantly towards the job performance. From the statement above, the researcher made the hypothesis as follows:

H3. Job satisfaction will positively affect towards job performance.

2.3. The Role of Cyberloafing as Moderation

Cyberloafing defined by Lim (2002) and Wu J et al, (2020) as the employee's behavior which spend the work period using personal internet recourse or organization during the work period to involved in unbounded activity of the work.

When an employee stressed related to the job (e.g., role ambiguity and role conflict) he will need such as coping mechanism to control his work's stress (Eyiusta & Maden, 2019). According to Hanle & Blanchard (2008) with using coping taxonomy of Lazarus & Folkman (1984) suggested that cyberloafing is another shape of coping which focused towards the emotion. Empirical evidence which supports the theory are Henle & Blanchard (2008) the employee who stressed in the work, such as the work hope of ambiguity or contradict, involved in cyberloafing as the escape space, coping which focused towards the emotion, resolve the stressful work experience or under pressure (Pindek et al., 2018). this is also in line with the literature about "micro-breaks," or short-term informal breaks during working hours (Fritz et al., 2011), also, it can be used by employees as coping mechanisms in the workplace due to stressful conditions such as work stress due to exposure to aggression

(Andel et al., 2019). Based on reasons from previous theories and studies, researchers propose two hypotheses:

H4. Cyberloafing will moderate the relationship between role ambiguity with job satisfaction.

H5. Cyberloafing will moderate the relationship between role conflicts with job satisfaction.

The conceptual framework of the current research can be seen in figure 1.

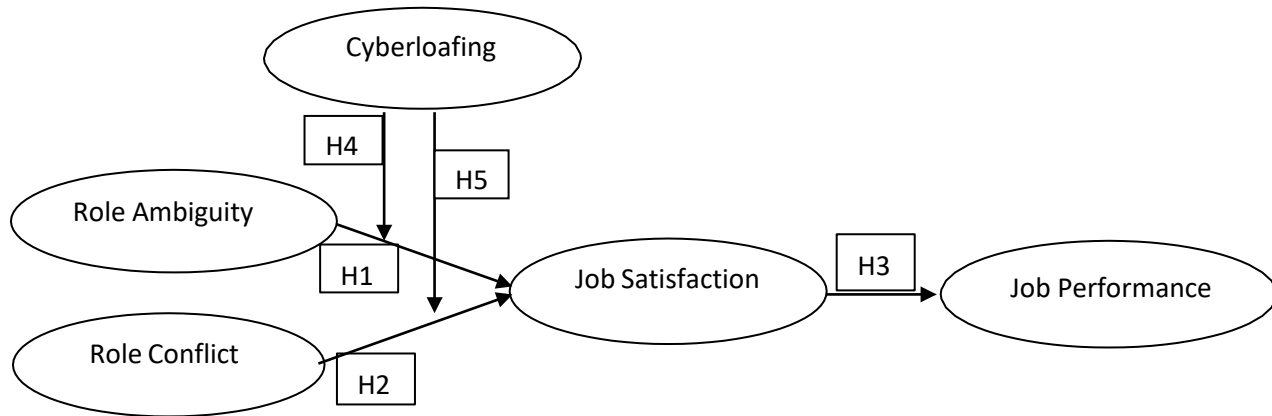


Figure 1. Conceptual Framework

3. METHOD

3.1. Data and Sample

The data source in this study was obtained using the survey method by distributing the questionnaires to respondents. The population in this study was the entire administrative staff of Hospital X in Surakarta. The sample consisted of 150 respondents. The probability sampling technique is used for sampling in this study, using a simple random sampling method. The characteristics of research correspondents are based on gender, age, education, and working period.

3.2. Measures

There are twelve statements from Pindek et al. (2018) that are used to measure cyberloafing variables. Six statement items are used to measure the role ambiguity variables, and eight statement items are used to measure role conflict variables from Palomino & Frezatti, (2016). Six statement items from Diestel et al., (2014) were used to measure job satisfaction variables. Six question items from Lim & Lin (2017) were used to measure performance variables. All statement items are measured using a 5-point Likert scale (1= strongly disagree, 5 = strongly agree), except for role ambiguity variables by flipping points.

3.3. Instrument and Hypotheses Testing

To evaluate the instrument validity, the researcher considers the outer loading value and the average variance extracted (AVE) of the indicator (Hair et al., 2017). The outer loading standard must be 0,70 or higher, but if the outer loading of an instrument has a value of 0.60 that number is still acceptable to measure the instrument validity. However, the standard value of AVE is 0,50 or higher (Hair et al., 2017). Research reliability used Cronbach alpha value or composite reliability value, the research instrument is reliable if the value is 0,60 or higher.

The researcher used SEM-PLS 3.0 for the hypothesis test. Path coefficient table used to evaluate the result. If the p-value in the value column is < 0,05 the result is significant, if the t-statistic is >1,96 the hypothesis is supported, and in the original sample column, if it is positive then the hypothesis is positively related and if it is negative then the hypothesis is negatively related.

4. RESULTS AND DISCUSSION

4.1. An Analysis of Respondent Characteristics

The result of respondent characteristics mentioned as follows. Male respondents were 79 (53%), and female respondents were 71 (49%). The age of respondents was dominated by the age of 36 until 40, it is 52 (35%) people from all of the respondents. Most of the respondents were bachelor with 67 (45%) people from all of the respondents. The years of service of the employees at Hospital X in Surakarta > 5 years were 78 (52%) people from all of the respondents.

4.2. Validity and Reliability Analysis

The validity and reliability test were conducted using the partial least square (PLS) method. The results of the instrument validity and reliability test in this research mentioned in Table 1.

Table 1. The Results of Validity and Reliability Testing

Variable	Indicator	Outer Loading	AVE	Cronbach's Alpha	Composite Reliaby
Role Ambiguity	AP1	0,800	0,588	0,075	0,848
	AP2	0,613			
	AP4	0,910			
	AP6	0,712			
Cyberloafing	CB10	0,933	0,853	0,916	0,946
	CB11	0,914			
	CB12	0,925			
Job Performance	K1	0,723	0,530	0,827	0,871
	K2	0,670			
	K3	0,726			
	K4	0,724			
	K5	0,793			
	K6	0,724			
Job Satisfaction	KK1	0,779	0,616	0,845	0,889
	KK2	0,833			
	KK3	0,858			

	KK4	0,718			
	KK5	0,727			
Role Conflict	KP1	0,754	0,613	0,837	0,887
	KP4	0,833			
	KP6	0,654			
	KP7	0,925			
	KP8	0,722			

Source: Processed primary data (2021).

Table 1 showed that from all of the instruments, several invalid statement indicators do not fulfil the assessment criteria of the validity test. In the role ambiguity variable, item numbers 3 and 5 are invalid. In the role conflict variable, item numbers 2, 3, and 5 are invalid. In the cyberloafing variable, item numbers 1, 2, 3, 4, 5, 6, 7, 8, and 9 are invalid. Meanwhile, in the job satisfaction variable there are 5 items and job performance of 6 items which is valid because the outer loading value is > 0,60 and AVE is > 0,50. The result of the reliability test showed that all of the constructs have been fulfilled the reliable criteria with the value is > 0,60. It means that all of the instruments used are reliable and the results can be trusted.

4.3. Hypothesis Testing

The Structural Equation Model (SEM) selected for the hypothesis test in this study was used to determine the relationship between a variable. SEM tested the structure of the relationship which was expressed in a series of equations. SEM was also used to describe the whole relationships between constructs, both the dependent and independent variable (Hair et al., 2014). The results of this research hypothesis test were described in Table 2.

Table 2. Hypothesis Testing Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
AP -> KK	-0,240	-0,264	0,071	3,373	0,001
KP -> KK	-0,189	-0,202	0,088	2,146	0,032
KK -> K	0,357	0,382	0,063	5,664	0,000
CB -> KK	0,073	0,079	0,093	0,789	0,431
CB -> KK	0,178	0,151	0,091	1,952	0,052

Source: Processed primary data (2021).

4.3.1. The effect of role stressor to job satisfaction

Table 2 showed that the direct relationship between role ambiguities and job satisfaction had a negative and significant impact. The value of the t statistic was 3.373, where the number was > 1.96 , the original sample value was -0.240 , and the significance value (p-value) was less than 0.05 , which was 0.001 . Thus, the direct relationship between role conflict and job satisfaction also had a negative and significant impact, with a t-statistic value of 2.146 , an original sample value of -0.189 , and a significance (p-value) value of 0.032 . Therefore, it could be concluded from the results of the first and second hypothesis tests that the hypothesis proposed in this study was not rejected, which meant that both hypotheses were accepted. This result was in line with the research of Madera et al. (2013), who found that role ambiguities involved unclear expectations related to negative work experiences, as confusion over what to do could be perceived as stress. Role conflicts that involved several conflicting expectations were experienced negatively by employees who felt stressed due to contradictory expectations. Therefore, role ambiguity and conflicts had a negative effect on employee's attitude, which affected on their satisfaction.

4.3.2. The effect of job satisfaction to job performance

Hypothesis 3 proposed in this study has been accepted. The results are also shown in Table 2, namely, the relationship between job satisfaction and performance has found a positive and significant relationship, with the resulting t-statistic value of 5.664 , the original sample value of 0.357 , and a significance value (p-value) of 0.000 . Empirically, this study is in line with the research conducted by Osiokalu et al. (2015), Al-Ajouni (2015), Hutabarat (2015), and Hanzaeel & Mirvaisi (2013) who examined the relationship between job satisfaction and performance, the results showed that there was a positive and significant relationship between job satisfaction and performance. With previous research, the results of this study reinforce the concept of the relationship between these two variables.

4.3.3. Moderation of role stressor - job satisfaction linkages with cyberloafing

From the results of hypothesis testing, 4 and 5 related to the moderation role of cyberloafing on role ambiguity and role conflict on job satisfaction are not supported, with the resulting t-statistic value of 0.789 , the original sample value of 0.073 , and a significance value (p-value) of 0.431 in hypothesis 4, hypothesis 5 has a value of 1.952 , the original sample value of 0.178 and a significance value (p-value) of 0.052 . These values are outside the predetermined critical values. Thus, it can be concluded that these results indicate that the effect of job stressors in the form of role ambiguity and role conflict experienced by employees on job satisfaction is not influenced by cyberloafing behavior. Managers can directly handle role stressors in the workplace in several ways, such as by focusing on training employees in conflict resolution skills (Kessler et al., 2008; Ottinot, 2008). Ultimately, by directly addressing causes of workplace stress such as role ambiguity and role conflict, managers will not only improve employee outcomes, including their health, well-being, and productivity but can also overcome a single motivation for engaging in cyberloafing during working hours (Andel et al., 2019).

5. CONCLUSION

Cyberloafing which acts as a moderator in this study has no influence in moderating the relationship between role ambiguity and role conflict on job satisfaction which can have consequences on performance. Although the administrative employees of X hospital experienced role ambiguity and role conflict, these two concepts are at a low level of role ambiguity and a moderate level of role conflict. Generally, they are also satisfied with their current work situation. Based on these results, the researchers provide reasons and if a certain level of stress is required for individuals to grow, strengthen their past skills, and develop new skills. Therefore, the aim is not to relieve all stress but to ensure that the tension and anxiety that accompanies stress does not overwhelm the individual (Tarrant & Sabo, 2010). Additionally, employees can still feel satisfied with their work and employee performance will also have positive consequences. The results of this study suggest that stress levels do not overwhelm administrative employees and may in fact promote the development of skills required for the position (Tarrant & Sabo, 2010).

6. Limitations and Additional Avenues for Future Research

The data were collected through a questionnaire, so the quality of the data depends on the respondent's understanding of the questionnaire editorial and also the respondent's honesty in filling out the questionnaire. The results of this study were also unable to provide evidence of the effect of cyberloafing in moderating a relationship between variables. This is different from previous studies which found that cyberloafing can have a positive or negative effect in a variable relationship. Researchers suggest further research to investigate the effects of cyberloafing when exposing to stressors in other workplaces (e.g., high workload) or perhaps due to the impact of social stress (e.g., customer incivility). Researchers also suggest considering the effects of cyberloafing behavior on outcomes beyond job satisfaction. It is possible that cyberloafing has different relationships with various stressors and the effects of these stressors.

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