

BAB V

PENUTUP

Sebagai penutup di bagian akhir bab ini akan disampaikan kesimpulan dan saran. Seluruh kesimpulan dan saran ini dibuat berdasarkan hasil analisis data dan pengujian hipotesis. Selain itu akan dibahas juga mengenai implikasi manajerial dan juga keterbatasan yang melingkupi penelitian ini.

A. Kesimpulan

1. Dari 31 responden yang merupakan populasi tenaga pengajar Sekolah Musik Indonesia regional tengah (Jogja dan Solo) dapat disimpulkan bahwa sebagian besar responden berusia 26 – 30 tahun dengan persentase 39%.
2. Dari 31 responden yang merupakan subyek penelitian ini, sebagian besar berstatus tidak/belum kawin dengan persentase 68%.
3. Jenis kelamin responden sebagian besar adalah laki-laki dengan persentase 81%.
4. Sebagian besar responden SMI yang menjadi subyek penelitian telah bekerja lebih dari dua tahun dengan persentase 58%.
5. Status karyawan responden adalah berstatus sebagai tenaga pengajar tetap dengan persentase 87%.
6. Konflik peran berpengaruh terhadap kepuasan kerja dengan koefisien beta negatif -1.055, yang berarti bahwa semakin tinggi konflik peran dari

karyawan maka semakin rendah kepuasan kerja dari karyawan tersebut. Besar pengaruhnya adalah 92,4 % ($R^2 = 0.924$).

7. Ambiguitas peran berpengaruh terhadap kepuasan kerja dengan koefisien beta negatif -1.029 yang berarti semakin tinggi ambiguitas peran dari karyawan maka semakin rendah kepuasan kerja yang dimiliki karyawan tersebut. Besar pengaruhnya adalah 95.3% ($R^2 = 0.953$).
8. Kepuasan kerja berpengaruh terhadap komitmen organisasional dengan koefisien beta positif sebesar 0.981. Hal ini mengartikan bahwa semakin tinggi kepuasan kerja karyawan maka semakin tinggi pula komitmen organisasional dari karyawan tersebut. Besar pengaruhnya adalah 79.4% ($R^2 = 0.794$).
9. Konflik peran berpengaruh terhadap komitmen organisasional dengan koefisien beta negatif sebesar -1,096, yang berarti bahwa semakin tinggi konflik peran yang dimiliki karyawan maka komitmen organisasionalny akan semakin rendah. Tingkat signifikasi pengaruhnya nadalah sebesar 82.2% ($R^2 = 0.822$).
10. Ambiguitas peran berpengaruh terhadap komitmen organisasional dengan koefisien beta negatif sebesar -1.079, yang berarti bahwa semakin tinggi ambiguitas peran seorang karyawan maka komitmen organisasionalnya akan semakin rendah. Tingkat signifikansi dari pengaruh ini adalah 82.5% ($R^2 = 0.825$).

11. Peran kepuasan kerja berpengaruh sebagai variabel mediator antara konflik peran dan komitmen organisasional. Besarnya pengaruh konflik peran melalui kepuasan kerja dapat direduksi dari 0.822 menjadi 0.734 (R square).
12. Peran kepuasan kerja berpengaruh sebagai variabel mediator antara ambiguitas peran dan komitmen organisasional. Besarnya pengaruh kepuasan kerja dapat mereduksi dari 0.825 menjadi 0.757 (R square).

B. Implikasi Manajerial

Berdasarkan kesimpulan di atas maka akan dikemukakan implikasi manajerial sebagai berikut :

Tingkat konflik yang tinggi dalam perusahaan akan dapat menyebabkan kerugian yang cukup signifikan yang disebabkan oleh melemahnya kualitas sumber daya manusianya. Hal ini bisa dilihat dari kurangnya respon terhadap setiap kebijakan-kebijakan yang dikeluarkan oleh manajemen, kurangnya perhatian terhadap kualitas mengajar siswa, seringnya pergantian jadwal yang dilakukan seorang tenaga pengajar karena tidak menjadikan pekerjaannya di perusahaan ini sebagai hal yang utama. Indikasi-indikasi tersebut merupakan wujud dari konflik peran dan ambiguitas peran yang dirasakan oleh karyawan yang bersangkutan. Maka dari itu perlu cukup diperhatikan sejauh mana beban kerja yang diberikan sesuai dengan insentif atau reward yang diberikan untuk karyawan tersebut. Melemahnya perhatian yang dibutuhkan dari seorang manajer untuk mengatasi permasalahan-

permasalahan lapangan juga menjadi faktor yang cukup berperan menciptakan *stressor* dalam perusahaan. Maka dari itu perlu suatu kajian lapangan yang lebih sering untuk dapat menangkap kebutuhan kongkrit tenaga pengajar agar dapat menjalankan tugasnya dengan baik. Bila hal tersebut tercukupi maka setiap kendala yang memperkuat *stressor* akan dapat teratasi.

C. Saran

Berdasarkan hasil analisis data dan uji hipotesis yang telah dilakukan, maka akan diajukan beberapa saran untuk kepentingan perusahaan agar dapat semakin meningkatkan kualitas sumber daya manusianya dalam hal ini adalah tenaga pengajar Sekolah Musik Indonesia:

1. Pihak manajemen Sekolah Musik Indonesia perlu lebih detail lagi memperhatikan kondisi kongkrit tenaga pengajar di lapangan untuk dapat mengetahui tingkat *stressor* secara lebih mendalam serta mengetahui penyebab-penyebabnya karena hal ini terbukti signifikan dapat menurunkan komitmen organisasional karyawan.
2. Perlu ada sebuah penjelasan yang lebih mendalam mengenai tugas, tanggung jawab, serta wewenang seorang tenaga pengajar di SMI untuk mencegah terjadinya beban kerja yang tidak relevan. Dalam hal ini pihak manajerial juga perlu lebih bijaksana untuk melakukan pendelegasian tugas agar tidak mengganggu tugas utama seorang tenaga pengajar untuk mengajar. Mengenai pendelegasian tugas diluar tanggung jawab dan

wewenang seorang tenaga pengajar perlu dipastikan akan adanya *reward* khusus untuk mencegah terjadinya konflik-konflik yang tidak diinginkan.

3. Model perekrutan serta sistem *training* juga perlu ditinjau ulang agar meminimalisir karyawan yang tidak satu visi dengan perusahaan. Sebuah keputusan awal untuk bergabung dengan perusahaan yang baru saja berdiri dan membutuhkan ide-ide segar untuk perkembangannya tentunya akan memiliki risiko yang lebih besar ketimbang perusahaan yang sudah lama berdiri. Sekolah Musik Indonesia masih terbilang sangat muda dan membutuhkan tenaga pengajar yang kreatif dan bersedia bekerja dalam kondisi yang cukup banyak tekanan ini terutama dalam hal pematangan sistem yang masih akan terus berjalan.
4. Hal-hal yang sekiranya tidak bisa terpenuhi dengan kebijakan insentif dari manajemen kiranya perlu diimbangi dengan memberikan atmosfer kerja yang cukup kondusif untuk berkreasi. Sebuah sistem jika belum matang dan terkesan dipaksakan akan justru menimbulkan tekanan yang merugikan perusahaan sendiri. Sebuah lingkungan yang kondusif untuk berkreasi serta memberi peluang untuk keterlibatan karyawan dalam mengembangkan perusahaan akan lebih berdaya guna meskipun dilihat dari jumlah insentif bisa dikatakan masih belum cukup memuaskan. Setidaknya atmosfer kerja akan mengganti nilai kepuasan kerja yang hilang dari segi jumlah insentif tersebut.

D. Keterbatasan Penelitian

Dalam penelitian ini penulis menyadari bahwa pada penelitian ini terdapat banyak keterbatasan yang dimiliki. Keterbatasan dalam penelitian ini antara lain:

1. Responden yang diteliti hanyalah Sekolah Musik Indonesia regional tengah (Jogja dan Solo) yang di masing-masing daerah tersebut hanya memiliki satu unit, sehingga kondisi ini juga tidak dapat mewakili SMI secara keseluruhan yang masih mempunyai cabang di beberapa tempat lain di wilayah Jakarta dan Jawa Timur.
2. Penggunaan daftar pertanyaan sebagai instrumen dalam penelitian ini tetap memiliki kemungkinan bias antara persepsi responden dengan kenyataan atau fakta yang ada.

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Pertanyaan Kuesioner

DATA RESPONDEN

1. Berapa usia anda saat ini? _____
2. Jenis kelamin? L/P
3. Apakah Anda telah menikah? _____
4. Berapa lama Anda bekerja di SMI? _____
5. Apakah pekerjaan Anda di luar SMI? (bisa dilingkari lebih dari satu)
 - a. Guru musik di luar SMI / membuka kelas privat sendiri
 - b. Pelajar
 - c. Lainnya (sebutkan) _____
 - d. Tidak ada pekerjaan lain
6. Status anda? Guru tetap / Guru Kontrak

Untuk pertanyaan di bawah ini mohon dilingkari sesuai kondisi yang sebenar-benarnya

1. Ambiguitas Peran

Pertanyaan:	SS	S	N	B	SB
Saya merasa tidak yakin atas porsi wewenang yang diberikan kepada saya dalam perusahaan	1	2	3	4	5
Saya tidak memiliki perencanaan tujuan yang jelas untuk tugas saya dari perusahaan	1	2	3	4	5
Saya tidak yakin telah membagi waktu dengan baik dalam pelaksanaan tugas saya	1	2	3	4	5
Saya kurang memahami tanggung jawab saya sebagai tenaga pengajar dalam perusahaan	1	2	3	4	5
Saya tidak mengetahui dengan tepat apa yang diharapkan dari saya sebagai tenaga pengajar	1	2	3	4	5
Saya kurang menerima penjelasan yang jelas dan mudah dipahami tentang apa yang harus saya lakukan dalam perusahaan ini	1	2	3	4	5

SS : Sangat Salah

S : Salah

N : Netral

B : Benar
SB : Sangat Benar

2. Konflik Peran

Pertanyaan	STS	TS	N	S	SS
Saya melakukan pekerjaan dengan cara yang berbeda dari yang ketentuan seharusnya	1	2	3	4	5
Saya bekerja di bawah kebijakan dan petunjuk kerja yang tidak sesuai dengan apa yang saya inginkan	1	2	3	4	5
Saya menerima suatu tugas yang tidak sesuai dengan kemampuan saya untuk menyelesaikannya	1	2	3	4	5
Saya harus melanggar peraturan atau kebijakan dalam menyelesaikan tugas saya	1	2	3	4	5
Saya bekerja dengan dua kelompok atau lebih yang bekerja dengan cara yang tidak selaras antara satu dengan yang lainnya	1	2	3	4	5
Saya mendapatkan permintaan yang tidak sesuai dari dua orang atau lebih	1	2	3	4	5
Saya melakukan sesuatu kebijakan yang dapat diterima oleh satu orang tapi tidak diterima yang lainnya	1	2	3	4	5
Saya menerima tugas tanpa sumber dan materi yang cukup untuk dijalankan	1	2	3	4	5
Saya bekerja untuk sesuatu yang sangat tidak berguna	1	2	3	4	5

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

3. Kepuasan Kerja

Pertanyaan	STS	TS	N	S	SS
Saya merasa saya digaji sesuai dengan jumlah pekerjaan yang saya lakukan	1	2	3	4	5
Melakukan pekerjaan saya dengan baik akan menggiring saya kepada penghargaan secara finansial	1	2	3	4	5
Keuntungan dan bayaran saya sama dengan (atau lebih baik dibandingkan dengan) perbandingan lain yang bergerak dalam bidang yang sama	1	2	3	4	5
Saya merasa cocok dengan orang-orang	1	2	3	4	5

yang bekerja bersama saya					
Ini adalah tempat yang menyenangkan untuk bekerja	1	2	3	4	5
Saya dan rekan kerja saya bekerja bersama untuk menyelesaikan permasalahan	1	2	3	4	5
Manajer saya mengarahkan saya dengan penuh respek dan hormat	1	2	3	4	5
Manajer saya memperlakukan saya sebagai manusia	1	2	3	4	5
Manajer saya membantu saya ketika saya membutuhkan bantuan	1	2	3	4	5
Manajer saya melakukan yang terbaik untuk menciptakan lingkungan dan suasana yang baik untuk bekerja	1	2	3	4	5
Saya memahami apa yang diharapkan dari saya dalam bekerja	1	2	3	4	5
Saya punya beban kerja yang sesuai untuk melakukan pekerjaan saya dengan baik	1	2	3	4	5
Dalam bekerja saya mempunyai kesempatan untuk melakukan yang terbaik	1	2	3	4	5

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

4. Komitmen Organisasional

Pertanyaan	STS	TS	N	S	SS
Perasaan turut memiliki perusahaan ini pada diri saya sangatlah kuat	1	2	3	4	5
Saya akan bekerja lebih keras untuk membantu kesuksesan perusahaan ini	1	2	3	4	5
Saya bangga bekerja untuk perusahaan ini	1	2	3	4	5
Saya sering mengumpulkan informasi dari kompetitor dan membagikannya kepada orang lain dalam perusahaan ini	1	2	3	4	5
Saya menemukan bahwa nilai diri saya sama dengan nilai yang dimiliki perusahaan	1	2	3	4	5
Saya akan menolak perusahaan lain yang akan membayar saya lebih tinggi untuk bertahan di perusahaan ini	1	2	3	4	5

STS : Sangat Tidak Setuju

TS : Tidak Setuju

N : Netral

S : Setuju

SS : Sangat Setuju

Data Jawaban Kuesioner

No	AP1	AP2	AP3	AP4	AP5	AP6	AV AP
1	1	2	2	2	2	2	1.833333333
2	2	1	2	2	2	3	2
3	3	2	1	2	2	2	2
4	2	1	2	2	2	2	1.833333333
5	1	3	1	2	2	3	2
6	1	3	1	2	2	2	1.833333333
7	3	2	1	2	1	2	1.833333333
8	1	2	2	2	2	2	1.833333333
9	2	2	2	1	3	1	1.833333333
10	2	1	3	1	1	2	1.666666667
11	3	5	4	5	4	4	4.166666667
12	5	5	4	3	4	3	4
13	5	4	3	3	4	4	3.833333333
14	4	3	4	5	5	5	4.333333333
15	3	4	4	5	4	3	3.833333333
16	1	2	2	2	2	2	1.833333333
17	1	2	1	1	2	2	1.5
18	2	2	2	2	2	2	2
19	2	2	1	1	1	2	1.5
20	1	1	2	2	2	3	1.833333333
21	1	1	2	2	1	1	1.333333333
22	1	2	1	1	3	3	1.833333333
23	2	3	1	2	1	2	1.833333333
24	1	1	2	1	2	2	1.5
25	3	3	4	4	4	5	3.833333333
26	4	3	5	5	4	4	4.166666667
27	4	4	5	5	3	4	4.166666667
28	5	4	4	4	3	3	3.833333333
29	4	3	3	4	4	5	3.833333333
30	4	4	4	5	5	5	4.5
31	5	5	4	4	3	3	4

2.655913978

No	KP1	KP2	KP3	KP4	KP5	KP6	KP7	KP8	KP9	AV KP
1	3	2	2	2	2	2	1	2	1	1.888888889
2	2	2	1	1	2	3	3	1	1	1.777777778
3	2	2	2	2	3	2	2	2	1	2
4	2	2	1	1	1	2	2	1	1	1.444444444
5	2	2	2	2	2	2	2	2	2	2
6	3	2	1	2	2	2	2	2	1	1.888888889
7	3	1	1	3	1	3	2	2	2	2
8	2	3	1	1	1	2	2	2	2	1.777777778
9	2	2	2	1	3	1	1	3	1	1.777777778
10	2	1	3	3	1	2	2	3	2	2.111111111
11	3	5	4	3	4	4	4	3	4	3.777777778
12	3	5	5	5	3	4	4	3	3	3.888888889
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14	4	4	4	1	5	4	5	3	4	3.777777778
15	4	4	5	3	4	5	4	5	4	4.222222222
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17	3	2	2	1	2	2	1	2	1	1.777777778
18	1	2	3	2	2	2	1	2	2	1.888888889
19	3	1	2	2	2	1	2	2	2	1.888888889
20	2	2	2	1	2	2	1	2	2	1.777777778
21	2	2	1	1	1	1	2	1	1	1.333333333
22	2	1	1	1	2	2	3	2	1	1.666666667
23	2	1	2	1	2	1	1	2	2	1.555555556
24	2	2	1	1	1	1	1	1	1	1.222222222
25	4	3	3	4	2	4	4	4	5	3.666666667
26	4	4	3	5	3	4	4	4	5	4
27	4	4	4	4	3	5	5	4	4	4.111111111
28	4	4	4	3	3	4	4	5	5	4
29	5	2	3	3	4	5	5	5	5	4.111111111
30	5	5	5	4	4	4	3	3	4	4.111111111
31	3	4	4	4	5	4	4	5	3	4

2.630824373

No	KK1	KK2	KK3	KK4	KK5	KK6	KK7	KK8	KK9	KK10	KK11	KK12	KK13	AV KK
1	3	5	5	5	5	4	5	5	5	5	4	4	5	4.615384615
2	4	3	4	5	4	4	5	5	3	5	4	3	5	4.153846154
3	3	5	3	5	5	5	5	5	5	5	4	4	5	4.538461538
4	3	5	4	4	4	4	4	4	4	4	5	4	5	4.153846154
5	2	3	3	4	3	4	4	4	4	4	4	4	4	3.615384615
6	3	5	4	5	5	5	5	5	5	5	5	5	5	4.769230769
7	2	1	2	4	5	4	4	5	5	5	4	4	4	3.769230769
8	4	3	4	4	4	4	5	4	4	4	5	3	4	4
9	3	4	5	4	4	5	3	5	5	2	3	3	3	3.769230769
10	5	4	4	4	5	5	4	5	5	3	4	3	4	4.230769231
11	1	2	1	2	2	3	3	2	1	2	2	3	2	2
12	2	2	2	2	2	1	1	1	2	2	2	3	3	1.923076923
13	3	3	3	2	2	2	1	3	2	1	1	1	2	2
14	3	2	2	2	2	2	2	2	2	1	3	3	1	2.076923077
15	4	1	2	3	3	3	3	2	1	2	3	2	1	2.307692308
16	5	5	5	5	4	4	4	4	4	4	4	4	4	4.307692308
17	3	5	5	3	4	4	4	4	4	4	4	4	4	4
18	3	3	4	5	4	4	5	5	5	5	4	4	5	4.307692308
19	2	4	5	4	5	4	4	5	4	5	4	4	4	4.153846154
20	5	2	4	4	5	4	4	4	4	4	4	3	3	3.846153846
21	5	3	5	4	5	4	5	5	5	5	5	4	5	4.615384615
22	3	3	4	4	5	4	5	5	4	4	4	4	5	4.153846154
23	5	5	5	5	5	5	5	5	5	5	5	5	5	5
24	5	5	5	5	5	5	5	5	5	5	5	5	5	5
25	1	2	2	1	2	2	2	2	3	1	1	1	1	1.615384615
26	1	1	2	2	3	1	1	2	2	3	2	2	2	1.846153846
27	1	1	2	2	1	2	1	2	3	2	1	2	3	1.769230769
28	1	1	2	2	1	1	1	2	2	2	2	2	3	1.692307692
29	1	2	2	1	2	2	1	1	1	1	2	2	2	1.538461538
30	1	1	1	2	2	2	3	2	1	2	3	2	2	1.846153846
31	1	2	2	2	1	2	3	2	1	2	3	3	1	1.923076923

3.339950372

No	KO1	KO2	KO3	KO4	KO5	KO6	AV KO
1	5	5	5	4	5	4	4.666666667
2	4	4	4	5	4	5	4.333333333
3	4	4	5	3	4	3	3.833333333
4	4	4	4	4	3	5	4
5	3	5	5	5	4	3	4.166666667
6	5	3	5	5	3	4	4.166666667
7	5	5	4	5	3	4	4.333333333
8	4	4	4	5	3	4	4
9	4	5	4	3	5	3	4
10	5	4	5	4	5	3	4.333333333
11	4	4	5	5	4	4	4.333333333
12	1	2	2	1	1	1	1.333333333
13	2	3	2	2	2	2	2.166666667
14	2	3	1	1	1	1	1.5
15	1	1	2	2	2	3	1.833333333
16	4	4	4	4	4	4	4
17	5	5	5	5	5	4	4.833333333
18	2	3	4	4	5	3	3.5
19	5	5	5	5	5	3	4.666666667
20	4	5	3	3	5	3	3.833333333
21	5	5	5	5	5	5	5
22	5	4	5	5	5	4	4.666666667
23	5	5	5	4	4	3	4.333333333
24	5	5	5	5	5	5	5
25	2	2	1	1	1	2	1.5
26	2	1	1	1	1	2	1.333333333
27	1	1	1	1	2	2	1.333333333
28	1	2	2	2	2	3	2
29	3	2	2	1	1	1	1.666666667
30	1	1	1	2	2	2	1.5
31	2	1	1	2	2	2	1.666666667

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Job satisfaction as a mediator of the relationship between role stressors and organizational commitment

A study from an Arabic cultural perspective

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Keywords Job satisfaction, Stress, Commitment, Role conflict, United Arab Emirates

Abstract This paper investigates the potential mediating role of job satisfaction between role stressors, namely role conflict and role ambiguity as sources of stress, on the one hand, and various facets of organizational commitment, namely affective, continuance and normative, on the other. A sample of 361 employees in a number of organizations in the United Arab Emirates was used. Path analysis revealed that role ambiguity directly and negatively influences both affective and normative commitments. Results also revealed that job satisfaction directly and positively influences affective and normative commitments and negatively influences continuance commitment-low perceived alternatives. Results further suggest that both role conflict and role ambiguity directly and negatively influence job satisfaction. It was also found that job satisfaction mediates the influences of role conflict and role ambiguity on various facets of organizational commitment, except continuance commitment-high personal sacrifice. Implications, future lines of research and limitations are discussed.

Introduction

Job satisfaction and its correlates have received considerable attention in the western as well as non-western literature (e.g. Weiss *et al.*, 1967; Hackman and Oldham, 1974; Locke, 1976, 1984; Mumford, 1991; Bhuian *et al.*, 1996; Bhuian and Islam, 1996; Bhuian and Abdul-Muhmin, 1997; Groot and Brink, 1999). This is because job satisfaction has significant associations with several variables. For instance, it has positive association with life satisfaction (Iris and Barrett, 1977; Judge *et al.*, 1994), organizational commitment (e.g. Bhuian and Abdul-Muhmin, 1997; Fletcher and Williams, 1996; Russ and McNeilly, 1995; Yavas and Bodur, 1999), and job performance (e.g. Babin and Boles, 1996; Birnbaum and Somers, 1993; Igbaria, 1991; Meyer *et al.*, 1989), and negative association with absenteeism (Muchinsky, 1977), and employee turnover (Locke, 1984). However, the role of job satisfaction as a mediator of the influences of role stressors, particularly role conflict and role ambiguity, on various facets of organizational commitment, namely affective, continuance and normative, has not been addressed adequately, particularly in the non-western literature. Additionally, those who have investigated role conflict and



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role ambiguity and their relationships with organizational commitment have treated organizational commitment as a unidimensional construct. Consequently, this study is designed to address such an issue in a non-western setting and consider organizational commitment as a multidimensional construct. It is expected that this paper would be valuable to both academicians and practitioners. For academicians, it would improve their understanding of the potential mediating role job satisfaction might play between role conflict and role ambiguity in particular, and various facets of organizational commitment in a non-western context. On the other hand, it would draw practitioners' attention to the effects of role conflict and role ambiguity as sources of stress on job satisfaction and various facets of organizational commitment and consequently the necessity to combat these effects in order to improve job satisfaction and various facets of organizational commitment.

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Job satisfaction, role conflict and role ambiguity

Job satisfaction is defined as the extent to which a worker feels positively or negatively about his or her job (Locke, 1976; Odom *et al.*, 1990). On the other hand, role conflict is viewed as incompatibility in communicated expectations that impinge on perceived role performance (Rizzo *et al.*, 1970). Role ambiguity has been described as the situation where an individual does not have a clear direction about the expectations of his or her role in the job or organization (Rizzo *et al.*, 1970).

One could argue that those who perceived higher levels of role conflict and role ambiguity as sources of stress would be less satisfied with the job. This argument has been supported by previous research carried out in western and non-western settings. For example, Bedeian and Armenakis (1981) reported negative correlations between role conflict, role ambiguity and job satisfaction. Fisher and Gitelson (1983) also observed that role conflict is negatively related with several facets of job satisfaction, particularly pay, co-workers, and supervision, while role ambiguity is negatively associated with specific aspects of job satisfaction, especially promotion and relations with co-workers. Similarly, Behrman and Perreault (1984) found that both role conflict and role ambiguity are negatively related to job satisfaction. By the same token, Oliver and Brief (1977-1978) reported negative correlation between both role conflict and role ambiguity and job satisfaction. Abdalla (1991) reported that role conflict, role ambiguity and role overload are negatively correlated with job satisfaction. Babakus *et al.* (1996) also found that both role conflict and role ambiguity negatively affect job satisfaction.

Babin and Boles (1998) reported that role conflict has negative effects on job satisfaction, whereas role ambiguity has no significant effects on job satisfaction. By the same token, Coverman (1989) discovered that role conflict decreases job satisfaction. Furthermore, Gregson and Wendell (1994) stressed that role conflict and role ambiguity have negative effects on job satisfaction. Similarly, Sin (1997) found that both role conflict and role ambiguity negatively affect job satisfaction. Jamal (1997) found negative and significant correlation

between job stress, as measured by role conflict and role ambiguity, and job satisfaction. Hartenian *et al.* (1994) reported negative correlation between role conflict and job satisfaction and positive correlation between role ambiguity and job satisfaction. Yousef (2000) reported that role conflict and role ambiguity independently and negatively affect job satisfaction.

As noted above, the literature consistently supports a significant negative relationship between role conflict, role ambiguity and job satisfaction. Therefore, it could be hypothesized that:

H1. Role conflict and role ambiguity directly and negatively influence job satisfaction.

Organizational commitment, role conflict and role ambiguity

Organizational commitment is defined as the employees' feelings of obligation to stay with the organization: feelings resulting from the internalization of normative pressures exerted on an individual prior to or following entry (Allen and Meyer, 1990). According to Meyer and Allen (1991), organizational commitment can take three distinct forms: affective commitment refers to identification with, involvement in and emotional attachment to the organization, in the sense that employees with strong affective commitment remain with the organization, because they want to do so. Normative commitment refers to commitment based on sense of obligation to the organization. Thus, those with strong normative commitment remain with the organization, because they feel that they ought to do so. On the other hand, continuance commitment refers to commitment based on employees' recognition of the costs associated with leaving the organization. Therefore, employees with strong continuance commitment remain with the organization, because they have to do so, either because of low perceived alternatives or because of personnel sacrifice associated with leaving the organization.

One could also argue that those who perceived higher levels of role conflict and role ambiguity as sources of stress would be less committed to the organization. Such an argument found support in the western literature in particular. For instance, Oliver and Brief (1977-1978) reported negative correlation between both role conflict and role ambiguity, and organizational commitment. Similarly, Fisher and Gitelson (1983) observed that both role conflict and role ambiguity are negatively correlated with organizational commitment.

Zahra (1985) reported that role conflict is negatively related to organizational commitment in one sample of the two samples used, whereas role ambiguity is negatively related to organizational commitment in the two samples used. Agarwal and Ramaswami (1993) reached the conclusion that role ambiguity directly and negatively influences affective commitment, while role conflict has no effect on affective commitment.

Hartenian *et al.* (1994) reported negative correlation between role conflict and organizational commitment and positive correlation between role clarity and organizational commitment. Babakus *et al.* (1996) also found that both role

conflict and role ambiguity are negatively correlated with organizational commitment. King and Sethi (1997) reported negative correlations between role stressors (role conflict and role ambiguity) and affective commitment scale, and positive correlations between role stressors and continuance commitment scale. Therefore, it is hypothesized that:

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- H2a.* Role conflict directly and negatively influences affective and normative commitments, and positively influences continuance commitment (low perceived alternatives/high personal sacrifice).
- H2b.* Role ambiguity directly and negatively influences affective and normative commitments, and positively influences continuance commitment (low perceived alternatives/high personal sacrifice).
- H2c.* Job satisfaction mediates the influences of role conflict on affective commitment, continuance commitment (low perceived alternatives/high personal sacrifice) and normative commitment.
- H2d.* Job satisfaction mediates the influences of role ambiguity on affective commitment, continuance commitment (low perceived alternatives/high personal sacrifice) and normative commitment.

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Job satisfaction and organizational commitment

The relationship between job satisfaction and organizational commitment has attracted numerous researchers. For example, Jenkins and Thomlinson (1992) found positive association between affective commitment and job satisfaction, and negative association between continuance commitment and job satisfaction.

Hellman and McMillan (1994) reported that overall satisfaction and commitment are moderately correlated. Sagar (1994) also reported that job satisfaction has a significant effect on organizational commitment. Similarly, Jamal and Badawi (1995) found that job satisfaction is moderately correlated with organizational commitment.

Harrison and Hubbard (1998) discovered that job satisfaction is predicative of organizational commitment. Furthermore, DeCotiis and Summers (1987) found a significant relationship between job satisfaction and organizational commitment.

Bhuian and Abul-Muhmin (1997) found support for the influence of overall job satisfaction on organizational commitment. Yavas and Bodur (1999) and Yousef (2001) found strong association between satisfaction and organizational commitment. Based on the above considerations, it could be hypothesized that:

- H3a.* Job satisfaction directly and positively influences affective and normative commitments.
- H3b.* Job satisfaction directly and negatively influences continuance commitment (low perceived alternatives/high personal sacrifice).

Figure 1 depicts the hypothesized model of the interrelationships between role stressors, job satisfaction, affective, continuance, and normative commitments.

As is obvious from the hypothesized model (Figure 1), role conflict and role ambiguity directly and indirectly (via job satisfaction) influence various facets of organizational commitment. It is also assumed that role ambiguity influences role conflict, and that both role conflict and role ambiguity directly influence job satisfaction. Furthermore, job satisfaction directly influences various facets of organizational commitment.

Method

Background of work setting

The United Arab Emirates (UAE) depends heavily on multicultural expatriate workers because of an acute shortage of domestic manpower. According to the 1995 census, 75 percent (1,718,000) of the UAE population are expatriates, comprising 61 percent (1,435,000) Asian expatriates, 12 percent (292,000) are Arab expatriates and 2 percent (53,000) of other nationalities. A total of 85 percent of working expatriates are Asians, 13 percent are Arabs, 1.5 percent are Europeans and 0.5 percent are of other nationalities (*GCC Economic Data Book*, 1996). Therefore, multiculturalism is a dominant feature of the workforce in the UAE.

In the UAE a single organization often comprises many different nationalities – each with his/her own role perception, attitudes toward other nationalities, cultural orientation and educational background. Naturally, such a diverse workforce has diverse values, attitudes and behavior. For example, a number of researchers have observed that individuals from different cultures

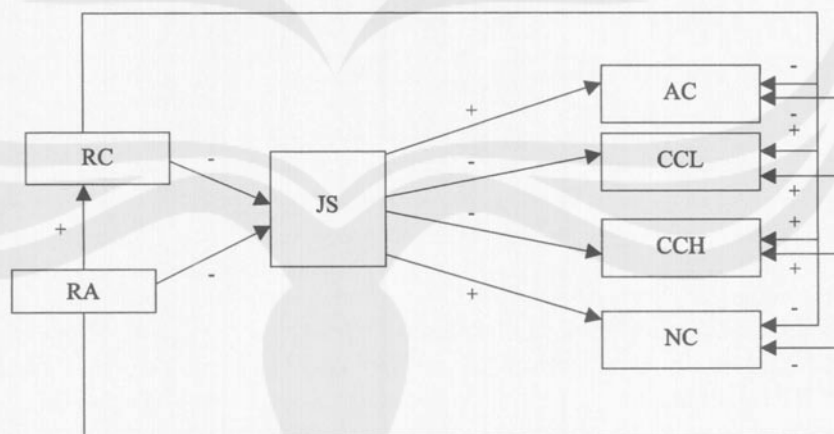


Figure 1.
Hypothesized model of
the study

Key

RC = Role conflict, RA = Role ambiguity, JS = Job satisfaction, AC = Affective commitment, CCL = Continuance commitment- low perceived alternatives, CCH = Continuance commitment- high personal sacrifice, NC = Normative commitment

exhibit dissimilar levels of organizational commitment (Near, 1989; Al-Meer, 1989, 1995) and job satisfaction (e.g. Lincoln and Kalleberg, 1985; Griffeth and Hom, 1987; Yavas *et al.*, 1990). Furthermore, they may perceive some stressors differently and exhibit different relationships between stressors and work attitudes (Perrewe *et al.*, 1995). Additionally, the literature reveals that expatriate employees experience a variety of challenges in the host environment and have difficulties adjusting to the work environment and new organizational demands (Adler, 1986; Black, 1992; Boyacigiller, 1990). Moreover, expatriates' national cultures influence how individuals perceive and react to their environment (Adler, 1990; Ali, 1989; Lincoln *et al.*, 1981). The UAE setting is characterized as having large power distance, low individualism (collectivism), strong uncertainty avoidance and average masculinity (Hofstede, 1984). In conclusion, one would expect that this sort of work setting would influence the relationships investigated in this study and would yield different results from those found in a western context.

Sample and data collection

A list of 50 major organizations of different sizes, activities and ownership (public/private) in five main districts in the United Arab Emirates (UAE) was compiled by the author with the assistance of a number of experts. A random sample of 30 organizations from this list was selected, then a random sample of the employees in each organization of the 30 organizations was chosen. This procedure has been adopted because of the absence of any listing that can serve as sampling frames for drawing random samples. The total sample of this study was 600 individuals. A total of 600 questionnaires were distributed by the author using drop-off and pick-up methods. Only 450 questionnaires were returned, resulting in a 75 percent response rate. Of the returned questionnaires, only 361 questionnaires were usable.

The questionnaire was administered in both Arabic and English. It was translated from English into Arabic, and was validated by translation-back-translation to ensure that both versions were equivalent.

Of the subjects, 59 percent are less than 35 years old, and 60 percent hold a graduate or postgraduate degree. About 53 percent have five years' or more experience in their present occupation. Of the subjects, about 73 percent are male and 67 percent have been working with the present organization for five years or more. About 62 percent hold positions in supervisory management (employees); 56 percent are UAE nationals, 39 are Arab expatriates, and about 5 percent are non-Arab expatriates. The main characteristics of the sample are presented in Table I.

Measures

Job satisfaction was measured using the Hackman and Oldham (1974) scale. This scale consists of five items. Examples of the items include: "Generally speaking, I am very satisfied with this job" and "I frequently think of quitting this job".

Characteristics	Frequency	Percent
<i>Gender</i>		
Male	262	73
Female	99	27
<i>Age</i>		
< 35 years	214	59
35-45	94	26
> 45	53	15
<i>Education level</i>		
Less than university	142	39
University	197	55
Postgraduate	20	6
<i>Tenure in present organization</i>		
< 5 years	137	38
5-10	119	33
> 10	105	29
<i>Marital status</i>		
Married	251	70
Single	106	29
Other	4	1
<i>Nationality</i>		
Arab	345	95.5
Non-Arab	16	4.5
<i>Job level</i>		
Top management	17	5
Middle management	121	34
Lower management	223	61
<i>Tenure in present job</i>		
< 5 years	142	39
5-10	97	27
> 10	122	34

Table I.
The main
characteristics of the
sample

Note: (n = 361)

A seven-point response scale was employed, ranging from 1 (strongly disagree) to 7 (strongly agree). Scores on the five items (after reverse coding items 3 and 5) were averaged to yield a summary score reflecting job satisfaction. The internal consistency of the scale in this study was 0.75.

Role conflict was measured using the Rizzo *et al.* (1970) scale. This scale consists of eight items. Examples of the items included in this scale include: 'I receive an assignment without the manpower to complete it', 'I receive incompatible requests from two or more people' and 'I work on unnecessary things'.

A seven-point response scale was used, ranging from 1 (strongly disagree) to 7 (strongly agree). Scores on the eight items were averaged to yield a summary score reflecting role conflict.

A low score on this scale (less than 4) represents a low perception of role conflict and a high score (4 or more) represents a high perception of role conflict. The internal consistency (Cronbach's alpha) for this scale in this study was 0.79.

Role ambiguity was measured using the Rizzo *et al.* (1970) scale. This scale consists of six items. Examples of the items included in this scale include: "I have clear, planned goals and objectives for my job", "I know what my responsibilities are", and "I feel certain about how much authority I have on the job".

A seven-point response scale was used, ranging from 1 (strongly disagree) to 7 (strongly agree). Scores on the six items were averaged to yield a summary score reflecting role ambiguity.

A high score on this scale (greater than 4) represents a low perception of role ambiguity, whereas a low score (4 or less) means a high perception of role ambiguity. The internal consistency (Cronbach's alpha) for the scale in this study was 0.86.

The Rizzo *et al.* scales of role conflict and role ambiguity were employed in this study, because these scales have been widely used and they have been tested in a Third World environment (Al-Meer, 1995). Additionally, results of the studies which examined the psychometric properties of Rizzo *et al.* scales, as well as characteristics of the items within each scale, suggested that these scales are reliable measures of role conflict and role ambiguity (Schuler *et al.*, 1977; House *et al.*, 1983). Furthermore, the convergent and discriminant validity of these scales was affirmed (Netemeyer *et al.*, 1990).

Organizational commitment was measured using Meyer and Allen's (1991) scale. This scale consists of 24 items. It has four sub-scales, namely affective, continuance (low perceived alternatives), continuance (high personal sacrifice) and normative. This scale has been adopted rather than the Mowday *et al.* (1979) questionnaire, which has recently been criticized for lack of homogeneity (Benkhoff, 1997). Examples of the items included in the affective sub-scale include: "I would be very happy to spend the rest of my career with this organization", "I really feel as if this organization's problems are my own", "I feel emotionally attached to this organization". Examples of the items included in the continuance (low perceived alternatives) sub-scale include: "I am afraid of what might happen, if I quit my job without having another one lined up", and "Too much in my life would be disrupted, if I decided that I wanted to leave my organization now". Examples of items included in the continuance (high personal sacrifice) subscale are: "It would be very hard for me to leave my organization right now, even if I wanted", and "I feel that I have too few options to consider leaving this organization". Examples of items included in the normative sub-scale include: "I think that people these days move from company to company too often", "I was taught to believe in the value of remaining loyal to one organization", "I think that wanting to be a company man or company woman is sensible".

A seven-point response scale was employed, ranging from 1 (strongly disagree) to 7 (strongly agree). Scores on the items of each subscale were averaged to yield a summary score reflecting that subscale. The internal consistency (Cronbach's alpha) for affective, continuance (low perceived alternatives), continuance (high personal sacrifice) and normative sub-scales in this study are 0.89, 0.77, 0.71, and 0.79 respectively.

Analysis

Data were analyzed using descriptive statistics such as frequencies and percentages to present the main characteristics of the sample. Additionally, means, standard deviations and intercorrelations of the main variables of the study were calculated to present the general results of the study. Confirmatory factor analysis was also employed to confirm the heterogeneity of organizational commitment, role conflict and role ambiguity constructs. The outcomes of the confirmatory analysis provided support for the heterogeneity of these constructs.

Path analysis using the LISREL VIII software package (Joreskog and Sorbom, 1993) was utilized in this study to test the cause-effect relationships among the main constructs of the study.

Results

Table II presents the means, standard deviations and intercorrelations of the main variables of the study. Results show that employees in the investigated organizations perceive low levels of role conflict ($M = 3.58$) but high levels of role ambiguity ($M = 5.78$) as sources of stress. Results also disclose that employees experience relatively high levels of both affective commitment ($M = 4.85$) and normative commitment ($M = 4.48$). Similarly, employees in the investigated organizations perceive high levels of continuance commitment-low perceived alternatives ($M = 4.52$), and continuance commitment-high personal sacrifice ($M = 4.69$). Also employees experience relatively high levels of job satisfaction ($M = 4.65$). Results further indicate that there is a weak, although statistically significant, relationship between role conflict and affective commitment (-0.18) and normative commitment (-0.14), and a

Table II.
Means, standard
deviations and
intercorrelations of the
variables of interest

No.	Variables	2	3	4	5	6	7	M	SD	Reliability coeff.
1	RC	0.04	-0.18*	-0.02	-0.08	-0.14*	-0.30*	3.58	1.44	0.79
2	RA	-	-0.42*	0.08	0.12*	-0.27*	-0.33*	5.78	1.14	0.86
3	AC	-	-	0.29*	0.22*	0.55*	0.52*	4.85	1.43	0.89
4	CCL	-	-	-	0.73*	0.34*	-0.016*	4.52	1.57	0.77
5	CCH	-	-	-	-	0.24*	-0.19*	4.69	1.42	0.71
6	NC	-	-	-	-	-	0.36*	4.48	1.15	0.79
7	JS	-	-	-	-	-	-	4.65	1.16	0.75

Note: * $p < 0.05$

moderate relationship between role conflict and job satisfaction (−0.30). A strong relationship was found between role ambiguity and affective commitment (−0.42), and a weak to moderate relationship between role ambiguity and continuance commitment-high personal sacrifice (0.12), normative commitment (−0.27), and job satisfaction (−0.33). Table III shows the results of the path analysis. Figure 2 exhibits the solution model of the study.

Path analysis was used to detect the interrelationships between role conflict, role ambiguity, job satisfaction and various facets of organizational commitment.

A comparison was made between two models, the hypothesized and the solution. The results of this comparison revealed that the goodness of fit statistics for the solution model are much better than that for the hypothesized model (see Table III).

Path analysis results indicate, as shown in Table III and Figure 2, that role conflict and role ambiguity, as sources of stress, directly and negatively influence job satisfaction. This result supports *H1*, which stated that role conflict and role ambiguity directly and negatively influence job satisfaction. These results are in line with prior research findings (e.g. Yousef, 2000; Sin, 1997; Jamal, 1997; Babakus *et al.*, 1996).

It is also clear from Table III and Figure 2 that role conflict does not directly influence various facets of organizational commitment, thus not supporting

Path from	To	Solution model Standardized path coeff.	Hypothesized model Standardized path coeff.
RC	AC	Ns	Ns
RC	CCL	Ns	Ns
RC	CCH	Ns	Ns
RC	NC	Ns	Ns
RC	JS	−0.23	Ns
RA	AC	0.35	0.35
RA	CCL	Ns	Ns
RA	CCH	Ns	0.14
RA	NC	0.18	0.18
RA	JS	−0.32	−0.32
JS	AC	0.53	0.51
JS	CCL	0.22	0.22
JS	CCH	Ns	Ns
JS	NC	0.30	0.29
<i>Goodness of fit statistics</i>			
Chi-square (6 df)	34.252 (6 df)	307.368	
RMR	0.151	0.350	
GFI	0.964	0.787	
AGFI	0.873	0.359	
IFI	0.911	0.642	

Note: (Ns) Not significant

Table III.
Results for research
models

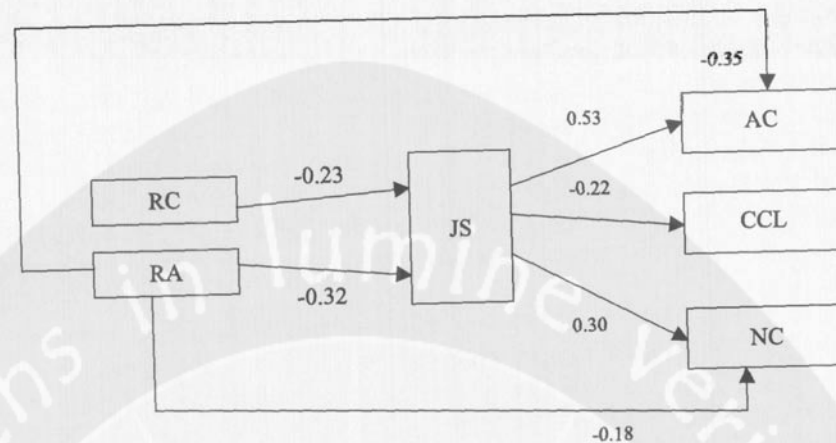


Figure 2.
Solution model

Key
RC = Role conflict, RA = Role ambiguity, JS = Job satisfaction, AC = Affective commitment, CCL = Continuance commitment- low perceived alternatives, NC = Normative commitment

H2a, which stated that role conflict directly and negatively influences affective and normative commitments, and positively influences continuance commitment (low perceived alternatives/high personal sacrifice).

Results also indicate that role ambiguity directly and negatively influences both affective and normative commitments, thus largely supporting *H2b*, which mentioned that role ambiguity directly and negatively influences affective and normative commitments.

Path analysis results further indicate that job satisfaction mediates the influences of role conflict on affective, continuance (low perceived alternative) and normative commitments, thus supporting *H2c*, which suggested that job satisfaction mediates the influences of role conflict on affective commitment, continuance commitment (low perceived alternatives/high personal sacrifice) and normative commitment.

Results also indicate that job satisfaction mediates the influences of role ambiguity on various facets of organizational commitment, except continuance commitment-high personal sacrifice, therefore largely supporting *H2d*, which stated that job satisfaction mediates the influences of role ambiguity on affective commitment, continuance commitment (low perceived alternatives/high personal sacrifice) and normative commitment.

Path analysis results also reveal that job satisfaction directly and positively influences affective commitment and normative commitment and negatively influences continuance commitment-low perceived alternatives, therefore supporting both *H3a*, which stated that job satisfaction directly and positively influences affective and normative commitment, and *H3b*, which mentioned that job satisfaction directly and negatively influences continuance commitment (low perceived alternatives/high personal sacrifice).

Discussion

Perceptions of low role conflict as a source of stress would most likely result in low job stress and this in turn would have beneficial consequences for both employees and organizations. Low job stress would most likely result in better job satisfaction and organizational commitment, since researchers have found significant negative associations between job stress and both job satisfaction and organizational commitment (e.g. Jamal and Badawi, 1995). Therefore, it would be of interest for those organizations to maintain such low perception of role conflict, thereby reducing job stress and achieving better job satisfaction and commitment to the organization. On the other hand, high perception of role ambiguity as a source of stress would result in high job stress and in turn negative consequences for both employees and organizations.

Results indicated high levels of affective commitment ($M = 4.85$); this of course is a good indication of the willingness of employees to remain in the organization, because they want to do so. Furthermore, high levels of continuance commitment-low perceived alternatives ($M = 4.52$) and continuance commitment-high personal sacrifice ($M = 4.69$) were found, which suggest that employees in the investigated organizations are staying with the organization, because there is a scarcity of job alternatives, or the cost of leaving is too high, which could have negative organizational outcomes.

The results show a relatively high mean of normative commitment ($M = 4.48$), indicating that employees remain with their organizations because they ought. Moreover, the result that the level of employees' satisfaction with their jobs is reasonably high is a positive outcome, since higher levels of job satisfaction lead to better job performance, strong commitment to the organization, lower turnover and reduced absenteeism.

The results that role conflict and role ambiguity, as sources of stress, directly and negatively influence job satisfaction suggest that employees who perceive higher levels of role conflict and role ambiguity will be less satisfied with the job; this of course would have negative consequences for both employees and organizations.

The results that role ambiguity directly and negatively influences affective and normative commitments indicate that those who perceive high levels of role ambiguity and are currently remaining in the organization, either because they want or because they ought, would be less willing to remain in the organization; this of course could have negative effects on the organization.

The results that job satisfaction mediates the influences of role conflict and role ambiguity on affective commitment, continuance commitment (low perceived alternatives) and normative commitment suggest that employees who perceive higher levels of role conflict and role ambiguity would be less satisfied with the job and consequently less willing to remain in the organization, and those who are currently remaining in the organization

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because of scarcity of job alternatives will remain in the organization until job alternatives are available.

Finally, the results that job satisfaction directly and positively influences both affective and normative commitments and negatively influences continuance commitment indicate that employees who are happy with the job will be more willing to remain in the organization, and those who are currently remaining with the organization, either because the cost of leaving the organization is too high, or because of the scarcity of job alternatives, will also be willing to remain with the organization, not because they must but because they want.

This study has several implications. First, it draws managers' attention to the influences of role conflict and ambiguity as sources of stress on various facets of organizational commitment either directly or indirectly via job satisfaction. This recognition would presumably enhance managers' ability to develop the appropriate strategies to combat the influences of these stressors on various facets of organizational commitment.

Second, the indication that employees in the investigated organizations perceive high levels of continuance commitment suggests that corrective action needs to be taken to reduce such attitudes, since previous research has shown that high levels of continuance commitment have been found to be related to lower levels of performance and organizational citizenship behavior (e.g. Meyer *et al.*, 1989). Third, the result that job satisfaction influences various facets of organizational commitment would be of benefit for managers in the sense that they should make every effort to improve job satisfaction for their employees to enhance commitment to their organizations.

As with any research, this study has a number of limitations. First, this study relies heavily on the use of questionnaires to collect the required data. As is well-known, many shortcomings are associated with the use of questionnaires as a means of collecting data; therefore, the validity of the results may be questionable. Second, the current study was limited to a small number of organizations; thus the generalization of its results may be limited to similar types of organizations. Finally, this study investigated only the effects of role stressors such as role conflict and role ambiguity as sources of stress and in turn excluded other role stressors such as resource inadequacy and responsibility for people from investigation.

Several lines of research suggest themselves. First, a comparison between different national groups as well as between employees of different sectors (i.e. employees in the private and public sectors), in terms of perceptions of role conflict and role ambiguity, as sources of stress would be worthwhile. Second, the study of the impact of demographic variables on the perceptions of role conflict and role ambiguity as sources of stress is also of interest. Third, an analysis of the relationships between the demographic variables, job satisfaction, organizational commitment, role conflict and role ambiguity would be of interest. Fourth, the study of the impact of expatriates' cultural differences on their perceptions of role conflict and role ambiguity and also on

the relationships discussed in this paper would be worthwhile. Finally, a longitudinal study is clearly called for to understand more about the cause-effect relationship this study suggests.

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