

An Organizational Perspective on Role Conflict

Muhamamd Iqram Syahputra, Elfitra Desy Surya, Hernawaty

Abstract

This study aims to analyze the effect of teamwork and job satisfaction on employee performance, with role conflict serving as a mediating variable, at BPJS Employment the North Sumatra Regional Office (Kanwil Sumbagut). This research employed a quantitative approach, with data collected through questionnaires distributed to 100 respondents using a saturated sampling technique. The data were analyzed using the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method with the assistance of SmartPLS 3.0 software. The findings indicate that job satisfaction has a positive and significant effect on employee performance and also has a positive and significant effect on role conflict. The coefficient of determination (R^2) of 0.655 indicates that 65.5% of the variance in employee performance can be explained by teamwork, job satisfaction, and role conflict, while the remaining 34.5% is explained by other variables outside the research model. This study concludes that job satisfaction is an important factor in improving employee performance, while role conflict functions as an intervening variable in the relationship between teamwork, job satisfaction, and employee performance. Therefore, BPJS Employment should enhance employees' job satisfaction, strengthen teamwork, and effectively manage role conflict to improve employee performance.

Keywords: Teamwork, Job Satisfaction, Role Conflict, Employee Performance, PLS-SEM

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Introduction

High employee performance is the main foundation for ensuring the smooth operation of these public services. Therefore, understanding the factors that influence employee performance is a strategic necessity. One factor that influences performance is teamwork. In modern organizations, work often cannot be completed individually, but rather requires cross-functional and cross-departmental collaboration. Good teamwork creates synergy among employees, facilitates task completion, accelerates decision-making, and increases mutual trust and ownership of organizational goals. In addition to teamwork, job satisfaction is also a determining factor in employee performance. Job satisfaction reflects an individual's level of comfort and acceptance of their working conditions. When employees are satisfied with their jobs—whether in terms of compensation, work environment, relationships with superiors and coworkers, or opportunities for development, they tend to exhibit positive attitudes, loyalty, and high work motivation. This directly impacts productivity and work quality. However, in practice, teamwork and job satisfaction are not always directly proportional to employee performance. Other factors can hinder or even alter the direction of this relationship, one of which is role conflict. Role conflict occurs when an employee experiences inconsistencies or ambiguity in expectations placed on them, such as overlapping roles, an unbalanced workload, or conflicting pressures from multiple parties. This conflict can trigger work stress, decreased motivation, and even dissatisfaction, which ultimately negatively impact performance. Employees are required to complete various tasks within a limited time, face pressure from the community that uses the service, and maintain service quality. This situation has the potential to give rise to role conflict if not managed properly, resulting in decreased individual and team performance. Therefore, this study was conducted to examine in more depth the relationship between teamwork and job satisfaction on employee performance by considering role conflict as a mediating variable. Through this approach, it is hoped that a more comprehensive understanding will be obtained regarding how organizations can maximize the potential of their human resources by strengthening teamwork, increasing job satisfaction, and minimizing role conflict.

Literature Review

2.1. Employee Performance

According to Yuliana (2019), performance is the level of achievement of specified tasks in a job, both in terms of quality, quantity, timeliness, and responsibility. According to Handayani (2019), employee performance is the work results achieved by an individual in accordance with the standards and goals set by the organization.

2.2. Employee Performance Indicators

Employee performance indicators according to (Yuliana, 2019) are as follows:

1. Quality of work results
2. Quantity of work results
3. Timeliness of task completion
4. Work initiatives
5. Collaboration skills
6. Responsibility for work

2.3. Teamwork

According to Wicaksono (2019), teamwork is the ability of a group of people within an organization to work effectively and efficiently by prioritizing synergy and interdependence in completing tasks. According to Putri & Sutanto (2019), teamwork is the process of collaboration between individuals within a group to achieve common goals through communication, coordination, and mutual support.

2.4. Teamwork Indicators

Teamwork indicators according to (Wicaksono, 2019) are as follows:

1. Communication between team members
2. Mutual trust in the team
3. Task coordination
4. Commitment to team goals
5. Shared responsibility
6. Conflict resolution skills

2.5. Job satisfaction

According to Utami (2019), job satisfaction is an employee's emotional attitude that reflects the extent to which their expectations are met in their work, both in terms of the work environment, work relationships, and rewards. According to Simanjuntak (2019), job satisfaction is the positive feelings employees have about their work as a result of evaluating various aspects of the job.

2.6. Job Satisfaction Indicators

Job satisfaction indicators according to (Utami, 2019) are as follows:

1. Satisfaction with salary
2. Satisfaction with superiors
3. Satisfaction with coworkers
4. Satisfaction with the job itself
5. Opportunity to grow
6. Working conditions

2.7. Role Conflict

According to Siregar (2019), role conflict is a condition in which an individual faces conflicting or unclear role demands within an organization. According to Ardiani (2019), role conflict occurs when an individual cannot simultaneously fulfill different role expectations, resulting in psychological stress and impaired performance.

2.8. Role Conflict Indicators

Indicators of role conflict according to (Ardiani, 2019) are as follows:

1. Mismatch between duties and responsibilities
2. Conflicting role demands
3. Role ambiguity in the organization
4. Pressure from various parties
5. Uncertainty in decision making
6. Feeling overwhelmed or stressed due to role burden

Research Methodology

Sugiyono (2020) defines quantitative research methods as follows: research methods based on a positivist philosophy are used to study a specific population or sample; data are collected using research instruments; data analysis is quantitative or statistical; and the goal is to test hypotheses. A population is a generalized area consisting of objects or subjects with certain qualities and

characteristics determined by the researcher to be studied and then conclusions drawn (Sugiyono, 2020). Based on this study, the population used was 88 employees at BPJS Ketenagakerjaan.Branch officeMedan City, Binjai Branch and North Sumatra Regional Office. The sample size was 88 employees using a saturated sampling technique, where researchers took the entire population as a sample.

Data Analysis Techniques According to Hair et al. (2017), the first and most important step in using PLS-SEM is to create a diagram that illustrates the research hypothesis and shows the relationships between the variables to be studied. This diagram is known as a path model.

Results

4.1. Outer Model Analysis

Measurement model testing (outer model) is used to determine the specifications of the relationship between latent variables and their manifest variables. This testing includes convergent validity, discriminant validity and reliability.

4.2. Convergent Validity

Convergent validity is used to determine the validity of each indicator against its latent variable.

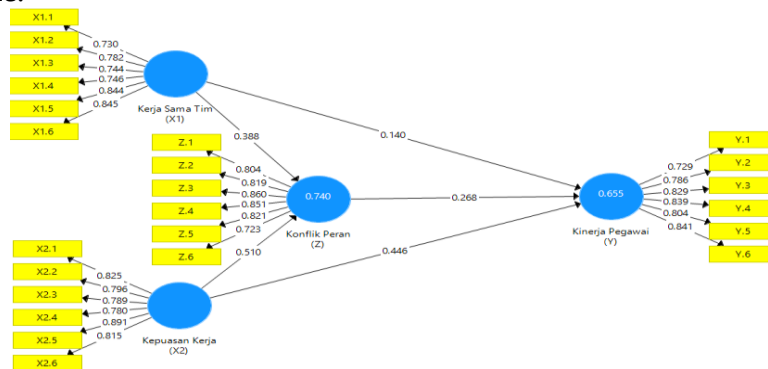


Figure 1: Outer Model

Source: Smart PLS 3.3.3

The results of the outer loadings test show that all indicators in the variables of Teamwork (X1), Job Satisfaction (X2), Role Conflict (Z), and Employee Performance (Y) have loading factor values above 0.70. The outer loading values for the Teamwork variable range from 0.730–0.845, Job Satisfaction 0.780–0.891, Employee Performance 0.729–0.841, and Role Conflict 0.723–0.860. These results indicate that all indicators have met the criteria of convergent validity, so that each indicator is declared valid and able to reflect the construct being measured and is suitable for use in further analysis.

Table 1: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Job Satisfaction_(X2)	0.900	0.923	0.667
Teamwork_(X1)	0.873	0.905	0.613
Employee Performance_(Y)	0.891	0.917	0.649
Role Conflict_(Z)	0.898	0.922	0.663

Source : Output Smart PLS

Based on Table 1, the results of the construct reliability and validity tests indicate that all research variables have met the reliability and validity criteria. The Cronbach's Alpha values for the Teamwork, Job Satisfaction, Role Conflict, and Employee Performance variables were 0.873; 0.900; 0.898; and 0.891, respectively, all exceeding the minimum limit of 0.70. Furthermore, the Composite Reliability values ranged from 0.905–0.923, indicating excellent internal consistency. The Average Variance Extracted (AVE) values also ranged from 0.613–0.667, or greater than 0.50, indicating that each construct had good convergent validity. Thus, all variables were declared reliable and valid, making them suitable for use in further analysis.

4.3. Coefficient of Determination (R²)

Based on data processing performed using the SmartPLS 3.0 program, the R Square values obtained are as follows:

Table 2: R Square Results

	R Square	Adjusted R Square
Employee Performance_(Y)	0.655	0.644
Role Conflict_(Z)	0.740	0.735

Source: Smart PLS 3.3.3

Based on Table 2, the results of the R Square test show that the Role Conflict variable (Z) has an R Square value of 0.740 and an Adjusted R Square of 0.735, which means that 74.0% of the variation in Role Conflict can be explained by the Teamwork and Job Satisfaction variables, while the remaining 26.0% is influenced by other factors outside the research model. Meanwhile, the Employee Performance variable (Y) has an R Square value of 0.655 and an Adjusted R Square of 0.644, which shows that 65.5% of the variation in Employee Performance can be explained by the variables in the research model, while 34.5% is influenced by other variables not studied. These results indicate that the research model has strong explanatory power.

4.4. Hypothesis Testing

This research hypothesis testing technique uses T-Statistics and P-Values. A hypothesis is considered accepted if the T-Statistics value is greater than 1.96 and the P-Value is less than 0.05. The following are the results of the path coefficients for direct effects:

Table 3: Path Coefficients (Direct Effect)

	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Results
Job Satisfaction_(X2) -> Employee Performance_(Y)	0.446	3,325	0,000	Accepted
Job Satisfaction_(X2) -> Role Conflict_(Z)	0.510	5,297	0,000	Accepted
Teamwork_(X1) -> Employee Performance_(Y)	0.140	1,368	0.086	Rejected
Teamwork_(X1) -> Role Conflict_(Z)	0.388	4,104	0,000	Accepted
Role Conflict_(Z) -> Employee Performance_(Y)	0.268	2,495	0.006	Accepted

Source: Smart PLS 3.3.3

The path coefficient value (Original Sample) was 0.446, the T-statistic was 3.325, and the P-value was 0.000. Since the T-statistic value is greater than 1.96 and the P-value is less than 0.05, the hypothesis is accepted. These results indicate that Job Satisfaction has a positive and significant effect on Employee Performance. This means that the higher the level of job satisfaction felt by employees, the higher the resulting performance. Employees who

are satisfied with their jobs tend to have higher enthusiasm, responsibility, and commitment in completing tasks, thereby improving performance.

The test results show a path coefficient value of 0.510, a T-statistic of 5.297, and a P-value of 0.000. A T-statistic value greater than 1.96 and a P-value smaller than 0.05 indicate that the hypothesis is accepted. Thus, Job Satisfaction has a positive and significant effect on Role Conflict. This indicates that changes in the level of job satisfaction will be followed by changes in role conflict according to the direction of the relationship found in the research model.

The analysis results, the path coefficient value was 0.140, the T-statistic was 1.368, and the P-value was 0.086. Since the T-statistic value was less than 1.96 and the P-value was greater than 0.05, the hypothesis was rejected. These results indicate that Teamwork does not have a significant effect on Employee Performance. Although the direction of the relationship is positive, the influence is not statistically strong enough. This indicates that increasing teamwork may not necessarily directly improve employee performance without the support of other factors.

The test results show a path coefficient value of 0.388, a T-statistic of 4.104, and a P-value of 0.000. A T-statistic value greater than 1.96 and a P-value smaller than 0.05 indicate that the hypothesis is accepted. Thus, Teamwork has a positive and significant effect on Role Conflict. This indicates that changes in teamwork have a significant effect on role conflict in accordance with the direction of the relationship generated in the research model.

The test results, the path coefficient value was 0.268, the T-statistic was 2.495, and the P-value was 0.006. Since the T-statistic value was greater than 1.96 and the P-value was less than 0.05, the hypothesis was accepted. These results indicate that Role Conflict has a positive and significant effect on Employee Performance. This means that role conflict that occurs in employees has a real influence on changes in employee performance in accordance with the direction of the relationship obtained in the research model.

Table 4: Path Coefficients (Indirect Effect)

	Original Sample (O)	T Statistics (O/STDEV I)	P Values	Results
Job Satisfaction_(X2) -> Role Conflict_(Z) -> Employee Performance_(Y)	0.137	2,098	0.018	Accepted
Teamwork_(X1) -> Role Conflict_(Z) -> Employee Performance_(Y)	0.104	2,215	0.014	Accepted

Source: Smart PLS 3.3.3

The results of the indirect effect test in Table 12, the path coefficient value (Original Sample) was 0.137, the T-statistic was 2.098, and the P-value was 0.018. Since the T-statistic value is greater than 1.96 and the P-value is less than 0.05, the hypothesis is accepted. These results indicate that Role Conflict is able to significantly mediate the effect of Job Satisfaction on Employee Performance. This means that job satisfaction not only has a direct influence on employee performance but also has an indirect influence through role conflict, so that role conflict acts as an intervening variable in the relationship.

The test results, the path coefficient value was 0.104, the T-statistic was 2.215, and the P-value was 0.014. A T-statistic value greater than 1.96 and a P-value smaller than 0.05

indicate that the hypothesis is accepted. Thus, Role Conflict is able to significantly mediate the effect of Teamwork on Employee Performance. These results indicate that teamwork does not have a significant direct effect on employee performance, but can influence employee performance through role conflict as an intervening variable. This indicates that role conflict has an important role in bridging the relationship between teamwork and employee performance.

Conclusion

1. Job satisfaction has a positive and significant effect on employee performance. This means that the higher the job satisfaction experienced by employees, the higher their performance will be.
2. Job Satisfaction has a positive and significant effect on Role Conflict. This indicates that Job Satisfaction has a significant effect on Role Conflict in accordance with the direction of the relationship obtained in the study.
3. Teamwork does not significantly influence Employee Performance. Thus, Teamwork has not been able to provide a significant direct influence on improving Employee Performance.
4. Teamwork has a positive and significant effect on Role Conflict. This means that changes in Teamwork have a significant effect on Role Conflict.
5. Role Conflict has a positive and significant effect on Employee Performance. Thus, Role Conflict has been proven to have a significant influence on Employee Performance.
6. Role Conflict significantly mediates the effect of Job Satisfaction on Employee Performance. This means that Job Satisfaction not only directly influences Employee Performance but also influences it through Role Conflict as an intervening variable.
7. Role Conflict is able to significantly mediate the effect of Teamwork on Employee Performance. Thus, although Teamwork does not have a significant direct effect on Employee Performance, this influence can occur through Role Conflict as an intervening variable.

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