



## The Influence of Role Ambiguity and Role Conflict on Job Stress and Cyber loafing of Employees at the Department of Communication, Information and Encryption, East Lombok Regency, West Nusa Tenggara Province, Indonesia

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### **Abstract**

This study aims to prove four hypotheses about the effect of Role Ambiguity and Role Conflict on Cyber-loafing and Job Stress, respectively. Using a positivist paradigm approach emphasizing causal relationships, primary data was collected on all population members totaling 78 employees or by the census. Meanwhile, secondary data was obtained from documents available at the Office of Communication, Information, and Encryption, East Lombok Regency. Data collection tools used questionnaires in the form of closed questions and interviews to conduct in-depth interviews. The collected data was then processed using descriptive and inferential statistics as a Partial Least square. The results showed that all hypotheses proved to have a positive and significant effect. It means that the higher the Role Ambiguity and Role Conflict perceived by the employees, the higher the cyber-loafing behavior shown. On the other hand, if the value is lower. In addition, the higher the role ambiguity and conflict, the higher the job stress the employees feel.

**Keywords:** *Role Ambiguity; Role Conflict; Cyber-Loafing; Job Stress*

### **Introduction**

Utilization of internet facilities in the office was originally intended to provide convenience in completing work and to shorten the time of employees or employees in carrying out their duties (Ogut & Kaplan, 2012). However, when access to the internet is getting easier, cheaper and has become commonplace, the tendency of employees to use the internet that is not related to work is increasing, this is commonly called cyberloafing (Blanchard and Henle, 2008). Although many researchers have said that cyberloafing occurs through computer means. Askew (2012) in his research found that cyberloafing can occur via smartphones and tablets because calls and messages are also included in the scope of cyberloafing. It can also be described as a modern form of counterproductive workplace behavior. Employees are often negligent in their work or forget their work because of the internet during working hours (Henle & Kedharnarth, 2012).

Previous research that explains the phenomenon of cyberloafing in a company reports that the average employee spends time using the internet that has nothing to do with work about one hour to three

hours per day while working (Blanchard & Henle, 2008). Studies on cyberloafing that have been conducted in Indonesia show that employees spend an average of one hour per day accessing the internet for personal use in the form of browsing, Facebook and other mass media applications (Ardilasari & Frimanto, 2017). Blanchard and Henle (2008) found employees cyberloafing because of the triggers of roles that are not clear (role ambiguity), and role conflict (role conflict).

Role ambiguity is the result of a lack of information and therefore a loss of clarity in certain job positions, making employees unsure about their roles, job goals, and responsibilities (Schmidt, 2012), and if these expectations are found to be difficult to meet, it will lead to a role conflict (Robbins, 2008). Arshad et.al (2016) and Lonteng et al., (2019), found that there was a positive and significant effect between employee role ambiguity on cyberloafing. The results of the opposite study were found by Herlianto (2012) and reinforced by Herdiati et.al. (2015) that Role ambiguity does not have a significant effect on cyberloafing.

In addition to the aspect of role ambiguity, another variable that can affect cyberloafing is role conflict which is defined as a mismatch between expectations related to a role (Nimran, 1999). Workers who suffer from more role conflicts have lower job satisfaction and higher job tensions (Munandar, 2008). Likewise, the effect of role conflict on employee cyberloafing is inconsistent, where Sawitri (2012), Herdiati et al. (2015), Arshad et.al. (2016) stated that it had a positive and significant effect. While the research conducted by Lonteng et al. (2019) states that role conflict has no significant effect on cyberloafing.

In addition to influencing cyberloafing, role ambiguity and role conflict can affect work stress. Stress is a dynamic condition when a person is faced with opportunities, constraints, or demands related to one's expectations and the outcome of which is uncertain and unimportant (Robbins, 2008). High and frequent stress can cause high blood pressure, job dissatisfaction, and depression (Blanchard & Henle, 2008). According to Lazarus & Folkman (in De Bruin, 2006), when many employees experience stress at work, they tend to look for various ways to overcome or reduce stress at work, it is called coping. Coping is a method of managing all demands that are considered burdensome or exceed one's ability. This behavior is one of the employees' escape from work stress to reduce employees' negative emotions.

Several studies related to the effect of role conflict and ambiguity on previous job stress, seem to have contradictory research results. Usman et al. (2011) and Quaratulain et al. (2012) found that role conflict and role ambiguity have a positive effect on job stress. The results of this study are not in line with the research conducted by Celik (2013), Safaria et al. (2011) and Rosita (2013) who concluded that role conflict and role ambiguity had no effect on job stress.

The phenomenon of cyberloafing and job stress can occur in various places, one of which is the Information Communications and Encoding Office of East Lombok Regency. As a forum for government agencies that deal with communication, information and encryption issues, they are always faced with internet work. This job indicates that employees are more dominant in accessing the internet at work. However, it turns out that this freedom does not always lead to good work results. From the results of initial interviews and observations, almost 50% of its employees do cyberloafing. Of course, this behavior is not good for the sustainability of the organization.

Associated with role ambiguity, role conflict and job stress, often become problems, where there is an unclear role that must be carried out by an employee at work. One of the cases that occurred at the Department of Communication, Informatics and Encryption, East Lombok Regency, was that there were employees who were previously structural officials, now with the policy of simplifying the bureaucracy, the employees concerned have been transferred to functional employees of young computer administrators. However, their educational qualifications are social science qualifications, which in general are very unfamiliar with computerization and networking.

To overcome the counterproductive consequences of the above behavior, several priority training programs must be followed which consist of (1) Mikrotik MTCNA (2) Adobe Illustrator Fundamentals (3) Web Development Fundamentals, (4) Digital Systems Training, (6) Linux Training, (7) Big Data Analytics, (8) Web Development Bootstrap, (9) AI Training Bootcamp.

### ***Theoretical Background and Hypotheses***

#### **Role Ambiguity and Cyberloafing**

Role ambiguity is the result of a lack of information and hence a loss of clarity in certain job positions, making employees unsure about their roles, job goals and responsibilities (Schmidt, 2012). Role ambiguity can lead to feelings of insecurity and even uncertainty, and feelings of not understanding what is expected of them. Not understanding their authority will cause their own obstacles in carrying out their duties (Rizzo, House, & Lirtzman, 1970).

A person becomes hesitant when he does not know the limits of his authority in the workplace that affect him and the performance of the organization. And this is caused by the influence of poor communication between leaders and subordinates or inadequate employee training which causes role expectations to become unclear so that role ambiguity has a positive relationship with cyberloafing (Blanchard & Henle, 2008).

**H1:** Role Ambiguity has a positive and significant effect on Cyberloafing of Employees of the Information Communications and Encryption Service Office of East Lombok Regency.

#### **Role Conflict and Cyberloafing**

Based on the role theory in Rizzo et al., (1970) stated that "when the behavior expected by the individual is not appropriate, then he will experience stress, depression, become dissatisfied and work less effectively, so it can be seen that role conflict can negatively affect the mind. somebody". (Rizzo, House, & Lirtzman, 1970). Role conflict also affects employees in many ways. Employees will cyberloaf when they feel that there is ambiguity about their duties or when they do not know the procedures required to complete their tasks. In other words, they cyberloaf to avoid this role stressor (Blanchard & Henle, 2008). Moreover, studies that have been conducted on one type of role stressor on cyberloafing show that role conflict and cyberloafing have a positive and significant influence between the two (Runing Sawitri, 2012).

**H2:** Role Conflict has a positive and significant effect on Cyberloafing of Employees of the Information Communications and Encoding Office of East Lombok Regency

#### **Role Ambiguity and Job Stress**

Lack of sufficient direction or clarity of goals and tasks for people in their work roles can lead to stressful and conflict-prone situations. According to Schermerhorn et al. (2011), job stress can be influenced by several factors, such as high and low task demands, role conflict or role ambiguity, poor interpersonal relationships, or the slow pace of career progress. Based on research conducted by Usman et al. (2011), Ram et al. (2011), Usman et al. (2011), Nurqamar et al. (2014), Khattak et al. (2013) showed the results that role ambiguity has a positive effect on job stress. Based on several theories and previous research, the hypotheses proposed in this study are:

**H3:** Role Ambiguity has a positive and significant effect on Job Stress of Employees of the Information Communications and Encryption Service Office of East Lombok Regency.

## Role Conflict and Job Stress

Role Conflict (role conflict) has a close relationship with job stress (Job Stress). According to Luthans (2006), a person will experience role conflict if he has two or more pressures that occur simultaneously and if he tries to comply with one of them, then he will have difficulty. The pressure referred to here is excessive stress. Stress at work is caused by several factors that can be identified by many researchers Jordan et al. (2002) in Usman et al. (2011) such as: job insecurity, role conflict, role ambiguity, time pressure, interpersonal conflict, excessive amount of work, performance pressure. Based on research conducted by Rozikin (2006), Ram et al. (2011), Usman et al. (2011), Nurqamar et al. (2014) role conflict has a positive effect on job stress. Based on several theories and previous research, the hypotheses proposed in this study are:

**H4:** Role Conflict has a positive and significant effect on Job Stress for Employees of the Information and Encoding Communication Service, East Lombok Regency

## Research Methods

### Survey Procedures and Population

The research approach used is the positivist paradigm in the form of associative research, namely research that is asking the relationship between two or more variables, Sugiyono (2012: 57). Primary data were collected from all members of the population as many as 78 people, where the entire population also acted as research respondents, using a questionnaire, while secondary data was obtained through documentation available at the research location. In addition, data collection also applies in-depth interviews to explore answers that need clarification from the respondents directly.

The main research instrument used a questionnaire obtained from previous research related to research variables and items. Research questions about cyberloafing variable, role ambiguity, role conflict and job stress, derived from previous research conducted by Herlianto (2012), Herdiati et al. (2015), Triyono & Prayitno (2017), and Ahmad, et al. (2019). Respondents gave an assessment score for each question posed in the questionnaire based on a 5 tap Likert scale.

### Data Analysis

The quantitative approach used in this analysis is the Partial Least Square (PLS) approach. Ghozali; 2011:18) states that PLS is a factor indeterminacy of a powerful analytical method because it does not assume the data must be with a certain scale measurement and the number of samples is small. The PLS approach is used with the consideration that PLS has a relative advantage over the quantitative approach. The purpose of using the PLS model in principle is to help researchers to get the value of the latent variable for prediction purposes. Meanwhile, the weight estimate to produce the latent variable score is obtained from the specifications of the inner model and outer model where the inner model is a structural model that connects the indicator (manifest variable) with its construct (latent variable).

Outer model analysis is carried out to ensure that the measurement used is feasible to be used as a measurement (valid and reliable) and can be seen from the value (1) Convergent Validity is an indicator that is assessed based on the correlation between the item score/component score and the construct score, which can be seen from the standardized loading factor  $> 0.70$ ; (2) Discriminant Validity is a measurement model with reflexive indicators assessed based on crossloading measurements with constructs and referring to the square root of average variance extracted (AVE) value  $> 0.50$ ; (3) Composite reliability with a value  $> 0.70$ ; and (4) Cronbach's Alpha is a reliability test carried out to

strengthen the results of composite reliability. A variable can be declared reliable if it has a Cronbach's alpha value  $> 0.7$ .

## Research Results

### Measurement Model

The measurement of the model is done by looking at the convergent validity, namely the value of the loading factor (item/indicator score component with the construct score). Based on the results of PLS data processing, it was found that all loading factor indicator values for the construct of cyberloafing, role ambiguity, role conflict and job stress met the minimum requirements  $> 0.50$ . In the role ambiguity construct, the lowest loading factor value is X1.5. of 0.653; the lowest role conflict construct at X2.5 is 0.748; the job stress construct has the lowest loading factor value at Y1.9 of 0.705; while the cyberloafing construct has the lowest loading factor value at Y2.1 of 0.567.

In addition to looking at the loading factor, convergent validity can be evaluated by looking at the AVE value. the value of Average Variance Extracted (AVE) $> 0.50$  is said to have met the convergent validity criteria (Ghozali & Latan, 2015). The lowest AVE value for each construct was achieved by role ambiguity of 0.560 and the highest of role conflict constructs of 0.661. The other two constructs are in between the two AVE values mentioned above.

Meanwhile, the composite reliability value was obtained by calculating the composite reliability value and the magnitude of the Cronbach Alpha value. In each of these measurements, the composite reliability variable role ambiguity was obtained at 0.836 and the highest was in the job stress construct of 0.935. This means that all of them have met the minimum requirements of 0.70. Likewise, composite reliability based on Cronbach Alpha obtained the lowest of 0.739 on the role ambiguity construct and the highest of 0.921 on the job stress construct. This means that it has met the recommended value of at least 0.70. In addition, the discriminant validity value has also met the requirements where the AVE square root value for each construct is greater than the correlation value with other constructs.

Evaluation of the structural model (goodness of fit model) is shown by taking into account the Q-square predictive relevance. In this study, the value of Q-square  $> 0$  is 0.761 which indicates that the model has very good predictive relevance. This means that the diversity of data that can be explained by this research model is 76.1%. While the rest is explained by other variables from outside the model that are not included in this research model.

### Hypotheses Testing

To determine the level of significance, the p-value generated by running the Bootstrapping algorithm is used to determine whether the proposed hypothesis is accepted or not. At a significance level of 0.05, the hypothesis will be supported if the p-value is less than the critical value, which is 0.05 (5%). The results of the significance level test can be seen in Table 1.

Table 1. Structural Model Test Results

Variables Effects	Coefficient	T Statistics	P value	Description
<i>Role Ambiguity &gt; Job Stress</i>	0.573	10.000	0.000	Significant
<i>Role Conflict &gt; Job Stress</i>	0.445	6.943	0.000	Significant
<i>Role Ambiguity &gt; Cyberloafing</i>	0.701	9.045	0.000	Significant
<i>Role Conflict &gt; Cyberloafing</i>	0.161	1.968	0.026	Significant

The first hypothesis (H1) in this study states "It is suspected that Role Ambiguity has a positive and significant influence on Cyberloafing of Employees of the Information Communications and Encryption Service Office of East Lombok Regency". Through hypothesis testing with PLS with test results showing that the coefficient value is 0.701 with a p-value of 0.000 (smaller than the 5%/0.05 error tolerance) which is significant, so it can be stated that the first hypothesis is accepted. The results of this study support Schmidt (2012) who found that role ambiguity makes employees unsure about roles, work goals, and responsibilities. Similarly, the results of research by Rizzo et.al., (1970) which concluded that role ambiguity causes feelings of uncertainty so that they lack confidence in carrying out their duties. The results of this study are also in line with the opinion of Blanchard & Henle (2008) which states that unclear role expectations can lead to cyberloafing among employees.

The second hypothesis (H2) in this study states "It is suspected that Role Conflict has a positive and significant influence on Cyberloafing of Employees of the Information Communications and Encryption Service Office of East Lombok Regency". Through hypothesis testing with PLS with test results showing that the coefficient value of 0.161 with a p-value of 0.026 (lower than the error tolerance of 5% (0.05) means significant, so it can be stated that the second hypothesis can be accepted. The results of this study supports the role theory of Rizzo et.al., (1970) which says that the incompatibility of one's role expectations can cause stress, depression, dissatisfaction and work less effectively. The conclusion of this study is also in accordance with the findings of Blanchard & Henle (2008, and Runing Sawitri (2012). ) who found that role conflict had a positive and significant effect on employee cyberloafing behavior.

The third hypothesis (H3) in this study states "It is suspected that Role Ambiguity has a positive and significant influence on Job Stress of Employees of the Information Communications and Encryption Service Office of East Lombok Regency". Through hypothesis testing with PLS with test results showing that the coefficient value is 0.573 with a p-value of 0.000 (lower than the error tolerance of 5% (0.05) which means it is positive and significant, so it can be stated that the third hypothesis is accepted. With the references used in this study, it can be said that the results of this study support the results of the research of Schermerhorn et al., (2011), Usman et.al., (2011), Ram et.al., (2011), Nurqamar et al. (2014) and Khattak et al (2013) which show that role ambiguity has a positive influence on employee work stress.

The fourth hypothesis (H4) in this study states "It is suspected that role conflict has a positive and significant influence on employee job stress at the Information Communications and Encryption Service Office of East Lombok Regency". Through hypothesis testing with PLS with test results showing that the coefficient value is 0.445 with a p-value of 0.000 (lower than the error tolerance of 5% (0.05) which means it is significant, so it can be stated that the fourth hypothesis can be accepted. Research findings This is in line with the theory which says that role conflict has a close relationship with work stress (Luthans, 2006). It is further said that a person will experience role conflict if he has two or more pressures that occur simultaneously and if he tries comply with one of them, then he will have difficulty. More specifically Jordan et al.(2002) emphasize that it can be caused by job insecurity, role conflict, role ambiguity, time pressure, interpersonal conflict, excessive amount of work, performance pressure. this study supports these theories, as well as other findings by Rozikin (2006), Ram et al. (2011), Usman et al. (2011), Nurqamar et al. (2014) which says that role conflict has a positive effect on job stress.

## **Conclusion**

From the results of the research and discussion above, the conclusions from the research that can be drawn are that role ambiguity and role conflict have a positive and significant effect on cyberloafing. That is, if the higher the Role Ambiguity and role conflict perceived by the employees of the Information

Communications and Encryption Service Office of East Lombok Regency, the higher the Cyberloafing. On the other hand, the lower the role ambiguity and role conflict perceived by the employee, the lower the cyberloafing.

Likewise, with the influence of Role Ambiguity & role conflict on job stress, there is a positive and significant effect. That is, the higher the role ambiguity and role conflict, the higher the employee's job stress. On the other hand, the lower the role ambiguity and role conflict of the employees, the lower the job stress that may be experienced.

The findings of this study have theoretical implications that because they are in line with previous research, it means that the results of this study strengthen the concepts and results of previous research. The managerial implication that can be shown through the results of this research is that local policy makers can use it as a basis for how to overcome conflicts, both horizontally and vertically, work stress in the employee environment, and how to reduce cyberloafing behavior in order to improve employee quality and productivity.

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