



THE IMPACT OF ROLE CONFLICT ON THE DECREASE IN PERCEIVED PRODUCTIVITY TO THE GENERAL PRACTITIONER OF TYPE A HOSPITAL IN JAKARTA

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ABSTRACT

KEYWORDS

Competence; role conflict; work motivation; perceived productivity

The purpose of this study is to explain the impact of transformational leadership and flexible work arrangements. The purpose of this study is to explain the effect of competence and role conflict on perceived productivity with work motivation as an intervening variable for general practitioners at Type A Hospital. Data collection was done using survey methods and online and offline questionnaires. The population in this study were general practitioners at the Type A Special Hospital in West Jakarta, who had been appointed as hospital employees. Instrument test for the validity of the questions and reliability using Product Moment Correlation Coefficient from Pearson and Alpha Cronbach. Data analysis technique is Path Analysis (path analysis). The results of the study show that there is an influence of competence and role conflict on work motivation and perceived productivity. Competence and role conflict through work motivation on perceived productivity. The suggestion from this study is that a leader must be able to inspire and motivate his employees towards the quality of work according to the vision and mission that the Hospital has made in achieving the Hospital's goals to improve the quality of service to patients.

INTRODUCTION

Health services are the main area of concern in Indonesia. The Ministry of Health of the Republic of Indonesia in an effort to equalize health services, the health service facilities (faskes) are divided into several levels. In accordance with Government Regulation Number 47 of 2016 concerning Health Service Facilities, the levels of health facilities in Indonesia are divided into first-level health facilities providing basic health services, second-level health facilities providing specialist health services and third-level health facilities providing sub-specialty health services. Services in the health sector are one form of service most needed by the community. If the patient feels that the service received is not in accordance with expectations, there will be no patient loyalty to the hospital.

In Role conflict, it is a feeling of discomfort at work and can reduce work motivation because it has a negative impact on individual behavior such as the emergence of work tension, many worker shifts occur, decreased job satisfaction so that it can reduce overall employee performance (Abiodun-Oyebanji, 2017). Role conflict is two or more demands faced by individuals simultaneously, where the fulfillment of one hinders the fulfillment of the other (Dwinijanti et al., 2020). So it can be concluded that role conflict has a negative influence on employees in completing their work. This statement is reinforced by the results of research by (Damastara & Sitohang, 2020) that role conflict has a negative effect on employee performance

because in role conflict there are demands that should not be carried out and there will be neglect of other demands.

Role conflict in a place of work continues to exist and varies. Greenhaus and Beutell (1985) see that there are three indicators of role conflict: (a) conflict based on time, (b) conflict based on pressure, (c) conflict based on behavior. Conflict experienced by an employee or employees to carry out demands (roles) in an organization that are not in accordance with the values, norms and roles as desired. Or conflicts that occur in someone who carries out both roles simultaneously, so that one role cannot be fulfilled due to the fulfillment of the other role.

In line with Rhamadanningrum's research (2020), it shows that the influence shown in role conflict can affect employee productivity. These results are consistent with research conducted by Mitzi et al., (2022) which says that role conflict affects employee productivity. The existence of a negative influence indicates that the magnitude of the conflict that occurs in employees will reduce work productivity. This study has a negative effect on employee productivity, so if there is role conflict, employee productivity will decrease. Similarly, research by Saputra et al., (2021) shows that when the level of role conflict is low, employee productivity is high.

Abu Bakar (2019) found a positive relationship between employee competence and work productivity. Iswadi & Wibowo, (2021) shows that competence has a positive and significant influence on work productivity. The same research was also conducted by (Risnawati et al., 2018) that there is a positive relationship between competence and work productivity. This means, the better the competence possessed by employees, the higher work productivity obtained by employees (Sutedjo & Mangkunegara, 2013). A productive employee is an employee who is agile and able to produce the specified quality, so that in the end a high level of employee work productivity can be achieved. This is also in line with research conducted by Aini (2021) which shows that competency affects employee productivity, the higher the competence the higher the productivity of employees (Chung et al., 2017).

Effect of role conflict on work motivation: a study has been conducted by previous researchers (Mahayani & Suwandana, n.d.). The impact of role conflict on work motivation and perceived productivity is that role conflict can cause discomfort at work and can reduce work motivation because it has a negative impact on individual behavior such as the emergence of work tension, there is a lot of employee turnover, decreased overall job satisfaction. This statement is reinforced by the results of Lewaherlia's research (2013) that role conflict has a negative effect on employee productivity because in role conflict there are demands that should not be carried out and there will be neglect of other demands (Cooper & Uzun, 2019).

Previous research on competence, role conflict, work motivation and perceived productivity has been carried out a lot. However, this research is different from previous research because there is no research that uses competency, role conflict, and perceived productivity variables together in the health care industry which involve work motivation variables as intervening variables in one study (Putra & Mujiati, 2019). Based on the research gaps above, the aim of the research to be achieved is to provide an explanation of the effect of competence and role conflict on perceived productivity through work motivation in the health care industry.

RESEARCH METHOD

The research design used a survey method, in which research was carried out using data and information sources obtained from respondents as a research sample using questionnaires distributed online using Google Forms and forms as data collection instruments. The total questions of all variables are 43 questions (Anshari et al., 2019). The population studied was all type A Hospital general practitioners in West Jakarta who worked in services and non-services. The sample was selected using a saturated sample. Competency variables are measured using dimensions (Ali, 2009) which consist of personal and professional competencies, intellectual, analytical and creative competencies and technical competencies (Allen, 2017). The measurement of role conflict variables uses the dimensions of (Greenhaus and Beutell, 1985), namely: conflict based on time, conflict based on pressure, conflict based on behavior. The measurement of work motivation variables uses dimensions (Hesberg, 1996), namely: (Hygiene Factor/Maintenance Factors) and Motivation Factor). The measurement of perceived productivity variables uses dimensions (Cascio, 2006) which consist of quantity of work, quality of work and timeliness. In this study, using confirmatory factor analysis to test validity by considering Pearson's Product Moment Correlation Coefficient (Priyatno, 2014) and saturated samples. There are 14 statements on competency variables, 13 statements on role conflict variables, 8 statements on work motivation variables and 8 statements on perceived productivity (Ajayi, 2017).

The number of samples studied was 67 respondents. The aspects studied are competence, role conflict, work motivation and perceived productivity. The data measurement method used is a Likert scale with intervals of one to five scales. The validity test was carried out by examining the validity analysis of the research instrument using the Product Moment Correlation Coefficient formula from Pearson and saturated samples. In this test the value obtained by an instrument has a Pearson Product Moment correlation coefficient $> r$ table (0.306), meaning that the factor analysis is appropriate or valid and further analyzed (Sugiyono, 2013). This study was conducted using a causality model to see the correlation between variables. The analysis tool used is path analysis (path analysis).

RESULTS AND DISCUSSION

The results of the r table value are 0.444. If r count $>$ from r table then the question item or indicator is declared valid. Competency variables, role conflicts, work motivation and perceived productivity are all indicators accepted. The reliability test was carried out using Cronboach's Alpha with a significant level of 5%. The research instrument is said to be reliable if it has a Cranboach Alpha Coefficient value above 0.60 (Ghozali, 2005). CR values meet the reliable requirements, namely values above 0.60, competency (0.944), role conflict (0.905), perceived productivity (0.956), and work motivation (0.951).

Structural test analysis can be seen from the value of R^2 . The R^2 value in each equation is used to show how the independent variable can explain the dependent variable. The results of the first analysis, namely competence and role conflict affect work motivation R^2 of 0.532. Thus, the magnitude of the influence of competence and role conflict variables together affects the motivational variable by 53.2% while the remaining 46.8% is influenced by other variables or factors outside the model. Structural test analysis by looking at the R^2 value, then proceed with the second suitability test analysis, namely competence, role conflict and work motivation together influencing perceived productivity with an R^2 result of 0.455. Thus, the magnitude of the influence of the competence, role conflict and motivation variables jointly affect the

perceived productivity variable by 45.5% while the remaining 54.5% is influenced by other variables or factors outside the model. The results can be seen in the path analysis below:

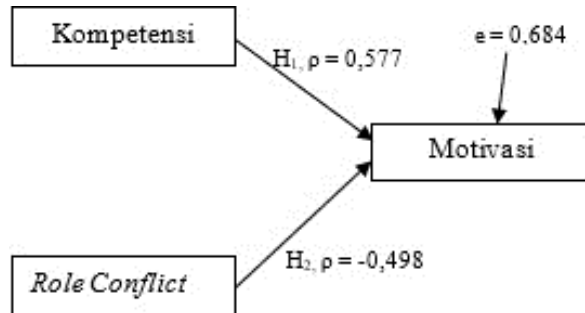


Figure 1. Path analysis model I

Based on the results of Path analysis in the first model, there is an influence between competence and work motivation. This is indicated by the value of the regression coefficient $\rho = 0.577$ which indicates a positive relationship. And it has a significant effect because the calculated t value is 6.718 greater than t table = 1.997 and the Sig. = 0.000 < $\alpha = 0.05$. There is an influence between role conflict on work motivation. This is indicated by the value of the regression coefficient $\rho = -0.498$ which indicates a negative relationship, and has a significant effect because the t count -5.804 is greater than t table = 1.997 and the Sig. = 0.000 < $\alpha = 0.05$.

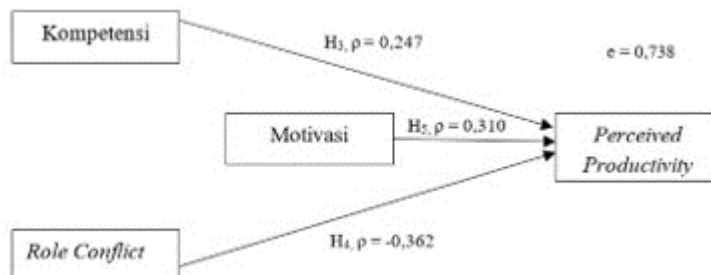


Figure 2. Path analysis model II

In the path analysis of the second model for the competency variable, the absolute value is tcount 2.022 > ttable 1.997, meaning that competence has a significant influence on perceived productivity. Next is the absolute value of the role conflict variable tcount -3.136 > -ttable -1.997 meaning that role conflict has a significant influence on perceived productivity. Finally, the absolute value of the motivational variable is tcount 2.278 > ttable 1.997, meaning that motivation has a significant influence on perceived productivity.

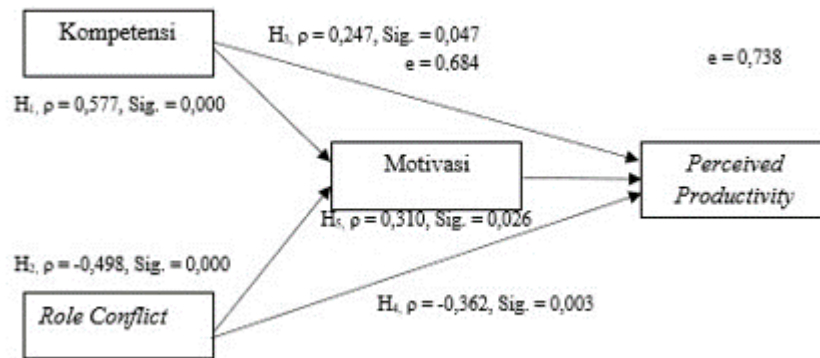


Figure 3. Combined Path Analysis Model I and Model II The hypothesis in this study is presented in the following table:

Table 1. Results of Hypothesis Testing Research Model

Hypothesis	Standardized Coefficients	Sig.	Conclusion
H1 Competence, <i>Role Conflict</i> and Motivation affect <i>Perceived Productivity</i>	-	0.000	Hypothesis Accepted
H2 Competence influences <i>Perceived Productivity</i>	0.247	0.047	Hypothesis Accepted
H3 <i>Role Conflict</i> effect on <i>Perceived Productivity</i>	-0.362	0.003	Hypothesis Accepted
H4 Motivation effect on <i>Perceived Productivity</i>	0.310	0.026	Hypothesis Accepted
H5 Competence influences work motivation	0.577	0.000	Hypothesis Accepted
H6 <i>Role Conflict</i> affects Work Motivation	-0.498	0.000	Hypothesis Accepted

Discussion

The results of the study show that good competence can increase the perceived productivity of general practitioners at the Type A Hospital in Jakarta. This means that good competence can increase perceived productivity. Employee competence is one of the most important parts in facilitating organizational achievement (Husnah & Hasyim, n.d.). Many facts show that the failure experienced by an organization is caused by one of them due to weak competency factors. In this case the type A special hospital views the importance of the Competency factor in supporting employee work productivity. This implies that work productivity achieved by employees empirically requires qualified competence, so that employees can actually carry out their main tasks and functions in accordance with procedures set by type A special hospitals. In line with Abu Bakar's research (2019) which says that there is a positive influence on employee competence on work productivity. (Iswadi & Wibowo, 2021) shows that competence has a positive and significant influence on work productivity. The same research was also conducted by Ramadhani (2022) that there is a positive relationship between competence and work productivity. This means, the better the competence possessed

by employees, the higher work productivity obtained by employees. A productive employee is an employee who is agile and able to produce the specified quality, so that in the end a high level of employee work productivity can be achieved. This is also in line with research conducted by Aini (2021) which shows that competency affects employee productivity, the higher the competence the higher the productivity of employees.

High role conflicts can reduce the perceived productivity of general practitioners in type A hospitals in West Jakarta. This means that high role conflict can reduce perceived productivity. This finding implies that if doctors always feel work pressure when on duty, the doctor's work results do not exceed the standards that have been set. So far, type A hospitals divide the work duties of general practitioners without looking at the quality of general practitioners, length of work or not, so there is a role conflict between doctors who work in 2 places at the same working hours. In line with Rhamadanningrum's research (2020), it shows that the influence shown in role conflict can affect employee productivity. These results are consistent with research conducted by Mitzi et al., (2022) which says that role conflict affects employee productivity. The existence of a negative influence indicates that the magnitude of the conflict that occurs in employees will reduce work productivity. This study has a negative effect on employee productivity, so if there is role conflict, employee productivity will decrease. Similarly, research by Saputra et al., (2021) shows that when the level of role conflict is low, employee productivity is high.

High work motivation can increase the perceived productivity of general practitioners in type A hospitals in Jakarta. This means that high work motivation can increase perceived productivity. If the Type A Hospital gives promotions to doctors who have good performance, doctors always work better from time to time. It can be seen that motivation is an impulse that moves a person either because of internal factors or external factors, which can be in the form of rewards for their work, as well as situations and conditions encountered that will affect a person's performance. Positive influence indicates that the relationship between work motivation and employee productivity is one way. If work motivation is higher, the work productivity of employees is also higher. (Pradita, 2019). The same research was conducted by Fahrurrozi et al., (2021) which stated that motivation partially affects work productivity. The need for achievement is the driving force that motivates a person's work enthusiasm, therefore this need for achievement will encourage a person to develop creativity and direct all the abilities and energy they have to achieve optimal performance. The results of accepting the fourth hypothesis are in line with previous research conducted by Rachmawati (2023) which found that there is a significant positive relationship between motivation and work productivity. In the same way as Maknoliani's research (2021) partially and simultaneously there is a significant positive effect between work motivation and work environment on the work productivity of PT DongKwang employees, and research by Difa (2022) says that increased internal and external workload can increase dentist work motivation, where it is stated that indeed motivation influences work productivity (Agustinah et al., 2020).

High competence will increase the work motivation of general practitioners in type A hospitals in Jakarta. This means that high competence will increase work motivation. Doctors are able to overcome the challenges and pressures of work in health services, so the guidance provided by the Type A Hospital helps general practitioners in carrying out their work effectively (Ahmad et al., 2019). The Type A Hospital pays great attention to the competence of doctors in their work because the Type A Hospital is a Hospital which is a national reference which is never short of patients demanding general practitioners improve their competence.

With the competence of a doctor, it will certainly facilitate every service performed. The better the competence of general practitioners, the higher the motivation to work for general practitioners at Type A Hospital. The effect of competence on employee motivation based on Amrullah's research (2018) shows that competence has a significant positive effect on employee motivation in the Body & Frame Division of Cv. Like. Research by Ilham (2016) that there is a strong relationship between motivation and ability. Employee performance is related to their competence and motivation, where it is stated that competence does affect work motivation. Research conducted by Lianasari and Ahmadi (2022) that based on the results of the t-test shows that competency variables have a positive effect on work motivation, similarly to Riyanto and Anto (2022) saying that competence has a positive and significant effect on employee motivation.

The higher the role conflict, the lower the work motivation of general practitioners at the type A hospital in Jakarta. This means that the higher the role conflict, the lower the work motivation. doctors do work that sometimes isn't finished on the same day, so the doctor's motivation in trying to produce the best decreases. The existence of assignments at the same time in the field of service and management that occurs is often a factor that hinders the work motivation of doctors to complete tasks properly because they have to divide their time and thoughts on two jobs at the same time, so some general practitioners feel that their motivation to complete tasks is decreasing . The high role conflict that occurs results in low work motivation for general practitioners in type A special hospitals. Similar research was put forward by Fanani et al., (2007) that role conflict can cause discomfort at work and can reduce work motivation because it has an impact on negative effects on individual behavior such as the emergence of work tension, a lot of worker turnover, decreased overall job satisfaction (Liu et al., 2019). This statement is reinforced by the results of Lewaherlia's research (2013) that role conflict has a negative effect on employee productivity because in role conflict there are demands that should not be carried out and there will be neglect of other demands. In line with research conducted by Iswadi and Wibowo (2021) that there is a significant negative relationship between multiple role conflict and work motivation in female workers at PT. Virtue Dragon Nickel Industry, Jakarta and research conducted by Dimas Bagaskara et al., (2016) which states that work conflict has a negative and significant effect on employee motivation.

CONCLUSION

All hypotheses built in this research have been proven that there is influence of competence, role conflict, perceived productivity and work motivation. Restrictions that need to be corrected in the future are first, this study was with few respondents and was limited to general practitioners in type A hospitals. In the future the same research can be carried out by involving several government or private hospitals in Jakarta. Second, the respondent may only fill in the expected ideal conditions, not the actual conditions. Third, factors that influence perceived productivity apart from competence, role conflict and work motivation are also other factors that can influence it such as organizational culture, career development, work environment, training or career path. Fourth, the author also hopes that future researchers can examine more deeply the four variables in this study with other research subjects the more respondent such as nursing or other staff working in hospitals which may be found to have problems related to role conflict to be compared with the results of their research and to make

improvements to the questionnaire, and also to choose the right time for distributing the questionnaire.

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