RESEARCH ARTICLE

THE ROLE OF CONFLICT SIGNALING THE EMPLOYEE: EVIDENCE FROM GOVERNMENT HOSPITAL IN INDONESIA

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Abstract : Service ratio for patients in hospital is 1 hospital to 1.136 million patients. This is a ratio that is far from idealism in which WHO applies standard that 1 hospital serve 100 thousand patients as maximum rate (WHO, 2016). There are some gaps and contra from previous researches about the influence of job rotation and employee performance relationship. Data for this study is collected through bipolar adjective in 10 scales (Ferdinand, 2014). Considering the access coverage to the purpose of the study is quite easy, the population for this study is 11 government hospitals (Dinas Kesehatan Banten, 2017) with 1556 employees. Sampling method as respondents is applied via systemic sampling. Data is collected from January to October 2018. Collected respondent is 298 and it leaves 293 data. Data analyses in this study are Structural Equation Modeling (SEM) with variance base Partial Least Square (PLS) program and the development of SmartPLS 2.0 application (Ringle, 2010). This study has proven that job rotation does not give influence to employee performance which is successfully mediated by role conflict signaling with t-statistic value as 2.936, this is much bigger than t-value as 1,96. As a result the hypotheses are all accepted which means that role conflict significantly and positively influences employee performance. Meanwhile the relationship between job rotation and role conflict signaling is positive and significant. Job rotation and job satisfaction also has positive and significant relationship, meanwhile job satisfaction and employee performance has a positive but not significant relationship.

Keywords: job rotation, role conflict signaling, job satisfaction

JEL Classifications: M12, M54

INTRODUCTION

A. Background of the problem

Government hospital is always demanded to improve its service, as a matter of fact it has not fulfilled the stakeholder's hope and interest. Demanded higher service demanded from community also urges hospital management including government hospital in Banten Province, Indonesia to improve its service. Banten province has 12,5 million people (Central Beurau Statistics, August 2018) which have been served by 11 units of government hospital (Dinas Kesehatan Banten, 2018). Service ratio for patients in hospital is 1 hospital to 1.136 million patients. This is a ratio that is far from idealism in which WHO applies standard that 1 hospital serve 100 thousand patients as maximum rate (WHO, 2016). This reality becomes an important problem to be solved by empirical research, through an offer of novelty The Role Conflct Signaling that has the potential to improve the performance of employees of government hospitals.

1. Theoretical Review

Some research evidences have shown that role conflict influences job satisfaction, as a result it can impact on employee performance. Many researchers have discussed the relationship between role conflict and job satisfaction and its influence on the performance (Kossek and Ozeki, 1998; Arsmtrong *et al*, 2015; Tang *et al*, 2012; Wright *et al*, 2014; Gozukara and Colakglu, 2016; Leo *et al*, 2015; Schepers *et al*, 2014; Belias *et al*,

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2014, Palomino and Frezzati, 2015; Specht, 2013; Afifah 2015).

Classical creation from scholars on organizational behavior (Kahn, 1964) has introduced dynamic theory on organizational role for the first time. The research has extensively been performed to test the relationship between role ambiguity, job role conflict, and the correlation, including organizational commitment job satisfaction and job performance. Role is defined as behavior pattern on role ambiguity that refers to the role and conflict which are caused by demand difference faced by individual (Ilgen & Hollenback, 1991).

Research involves behavior pattern has been conducted by meta analytical testing (Abramis, 1994; Fisher & Gittelson, 1983; Jackson & Schuller, 1985). From these three reviews can be concluded that role ambiguity and role conflict tends to be related with negative situation such as intense and low job satisfaction. According to Baramis (1994), there is a weak and negative relationship among role ambiguity, work performance, role conflict (Jackson & Schuler, 1985). Based on Fisher and Giltelson observation (1983) role conflict negatively relates with some aspects in job satisfaction especially in salary, peer and supervision.

Chosen concept will help to detect the role conflict if it's issued as signalling theory that will help describing individual and organizational behavior to respond different information (Cornelly, 2011). Arthur (2008) postulated that the receiver and the sender have to choose how to provide informational sign among parts. Therefore, signaling theory helps holding the important position in management literature, such as strategic management, entrepreneurship and human resource management (Esminger, 1977 and Cornelly, 2011). Signaling theory will get more attention and right momentum for researches to solve organizational problems, so the management will be able to provide information to guide future research (Fadairo and Lanchimba, 2012; Wood, 2016).

Based on the explanations above, the research will help to connect the gap between previous researches and this study to build the newness concept through the synthesis between role conflict and signaling theory as a novelty role conflict signaling. Role conflict signaling which is prepositioned as responsiveness, adaptation, communicative ability and positive thought. Role conflict signaling has a potency to reduce the role conflict that will improve employee performance in the government hospital employee in Banten Province, Indonesia.

2. Hypotheses And Empirical Model Development

3.1. The relationship between job rotation and role conflict signaling

An employee that performs their continuous same job in a long term will create boredom and they will experience halt in knowledge transfer process (Suseno and Dwiatmadja, 2016).

According to Mathis and Jackson (2011) job rotation as a transfer process for and employee from one job to another will reduce tedious routine. Employee rotation has strong evidence that significantly correlates with the development of capability to perform heterogeneous job (Mathis and Jackson, 2011).

Interesting evidence got from the results (Juwita, 2012) and Martiksari (2012) which concluded that job rotation will be able to provide positive contribution for employee performance if it is preconditioned in a way that an employee will be disoriented to perform their new jobs. Juwita (2012) also postulates that job rotation will help manager to face the absence and rotation of an employee, but it has to be intervened with training or new job orientation to reduce role conflict.

Evidence stated that job rotation is expected to provide stimulation for an employee to reach better performance as a result there will be additional knowledge process and an ability to reduce work boredom, help employee positioning process, in such a way that will not create a conflict for employees with their new roles (Nursanti, 2014).

Based on the explanations above, the proposed hypothesis is:

H1: The higher job rotation frequency the more important role signaling conflict will be.

3.2. The relationship between job rotation and employee performance

Deeper exploration from previous research will prove the relationship between job rotation and employee performance (Kaymaz, 2010; Triyono, 2011; Liana, 2013; Chen, 2013). Job rotation will also impact on performance indicated through productivity, effectiveness and efficiency (Michalos, 2010; Keir, 2011; Martikasasri, 2012; Cosgel and Miceli, 2015; Alwood and Lee, 2013). It also impacts on sustainability of working life parameter (Leider, 2014; Rodriguez, and Barrero, 2017; Dickhouse, 2018).

There are some researches which said that job rotation does not provide direct contribution to employee perfromance hrough job satisfaction (Boenzi, 2016; Otto and Battaia, 2017; Botti, 2017).

Based on the explanations above, the proposed hypotheses is:

H2: The higher Job rotation frequency the higher employee performance will be.

3.3. The relationship between role conflict and employee performance

Consideration on the relationship between role conflict and employee performance w\has long been known as the centre of attention from scholars, such as Jackson & Schuler (1985) who stated that role ambiguity tends to create negative situation that will weaken performance. Abramis (1994) provide evidence which said that weak and negative relationship between role conflict and employee performance. Therefore, the evidence of role conflict will become an important factor to negative and significant relationship on employee performance (Sony and Mektoh, 2016).

Based on the explanations above, the proposed hypotheses is:

H3: The stronger role conflict signaling the higher employee performance will be.

3.4. The relationship between job rotation and employee's job satisfaction

There are some factors that will improve employee performance. One of them is job satisfaction. Investigation performed by Mathis and Jackson (2011) provide an evidence which said that job satisfaction is a positive emotional condition through experience and many kinds of work that will fulfill employee's expectation, as a result job satisfaction will be achieved. Job satisfaction will directly improve employee's performance (Huang, 2015). Therefore we need manager's role to perform job rotation as refreshment and to provide new experience in an organization to create job satisfaction (Folakemir, 2018).

Based on the explanations above, the proposed hypotheses is:

H4: The more organized job rotation performed, the higher job satisfaction will be.

3.5. The relationship between job satisfaction and employee performance

Some researchers pay attention on the topic of organizational performance leverage such as Weihui and Deshpande (2013) that postulated job satisfaction will improve employee performance. Job satisfaction and traceability have been proven simultaneously will influence employee performance (Dugguh and Dennis, 2014; Vratskikh, 2016). Job satisfaction, transformational leadership, Organizational commitment, perceptions of social context and employee performance are explained by some previous researchers (Meneghel and Borgogni, 2016; Gul, 2018; Yuen, 2018; Dirisu, 2018).

Other researchers help explaining the measurement of employee performance pioneered by Luthans and Spector (2006), continued by Mathis and Jackson (2011), Faroqui and Nagendra (2014), Suseno (2015) and Platis (2015) that provide evidence which said that individual performance is influenced by three factors, they are (1) individual ability to perform the jobs; (2) effort rate and (3) organizational support.

Based on the explanations above, the proposed hypotheses is:

H5: The higher job satisfaction the higher employee's job satisfaction will be.

4. Method

This study is tested through causality relationship among four variables which are measured by some indicators. They are job rotation (3 indicators), role conflict signaling (4 indicators), job satisfaction (3 indicators), and employee performance (4 indicators). The purpose of this study is to test empirical evidence (1) the relationship between job rotation and role conflict signaling, (2) the relationship between job rotation and employee performance, (3) the relationship between role conflict signaling and employee performance, (4) the relationship between job rotation and job satisfaction and (5) the relationship between job satisfaction and employee performance.

Data for this study is collected through bipolar adjective in 10 scales (Ferdinand, 2014). Considering the access coverage to the purpose of this study is quite easy, the population for this study is 11 government hospitals (Dinas Kesehatan Banten, 2017) with 1556 employees. Sampling method as respondents is applied via systemic sampling. Data is collected from January to October 2018. Collected respondent is 298 and it leaves 293 data.

Data analyses in this study are Structural Equation Modeling (SEM) with variance base Partial Least Square (PLS) program and the development of SmartPLS 2.0 application (Ringle, 2010).

5. Result and Discussion

5.1.Composite reliability (CR)

Tabel 5.1 CR Value

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All latent variables already have composite reliability values above 0.7

5.2. Average variance extracted (AVE)

Tabel 5.2 AVE Value

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All AVE values are above 0.5

5.3. Cronbach's alpha

Since the result from outlier model has shown the fitness of all indicators and it can describe aimed latent variable, the author performs second test which is inner model test by using Bootstrapping analyses show in table 5.3, with all Cronbach's alpha values above 0.7.

Table 5.3 Cronbach's Alpha Value

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5.4. Hypotheses testing

Table 5.4. Coefisien Value (Original Sample), *Standard Error* dan *T-Statistics*

Relationship Test	Original Sample (O)	Standard Error (STERR)	T Statistics (|O/STERR|)	P Values	Remarks
Role conflict signaling -> Employee performance	0.275	0.094	2.936	0.035	Significant
Job rotation -> Role conflict signaling	0.380	0.114	3.329	0.001	Significant
Job rotation -> Employee performance	0.038	0.049	0.781	0.300	Not Significant
Job rotation -> Job satisfaction	0.117	0.052	2.249	0.025	Significant
Job satisfaction -> Employee performance	0.060	0.059	1.023	0.307	Not Significant

Based on table 5.4, each hypothesis can be discussed as follows:

The higher job rotation frequency, the more important role conflict signaling will be (H1). Coefficient value from the influence of job rotation on job satisfaction is 0,380 which mean that job rotation does not have positive influence on job satisfaction. Meanwhile t-statistic value is 3,329, in which it is bigger than t-table value as 1,96. As a result, hypotheses 1 is accepted which means that job rotation significantly and positively influences role conflict signaling. It strengthens the evidence proposed by Soltanis (2013) and Suseno & Dwiatmadja (2016).

The higher job rotation frequency, the higher job satisfaction will be (H2). Coefficient value from the influence of job rotation on job satisfaction is 0,038 which mean that job rotation had positive influence on job satisfaction. Meanwhile t-statistic value is 0,781, in which it is lower than t-table value as 1,96. As a result, hypotheses 2 is denied which means that job rotation dose not significantly and positively influence employee performance. It is in line with Ho (2009), Fadairo and Lanchimba (2012), Wood (2016), but it is different from Botti (2017) who said that job rotation influences employee performance.

The stronger role conflict signaling, the higher employee performance will be (H3). Coefficient value from the influence of role conflict signaling on job satisfaction is 0,275 which mean that role conflict signaling has positive influence on employee performance. In other word, role conflict signaling has been successfully mediated job rotation variable to employee performance variable. T-statistic value is 2,936, in which it is bigger than t-table value as 1,96. As a result, hypotheses 3 is accepted which means that role conflict signaling significantly and positively influences employee performance. It strengthens the evidence proposed by Moura (2014) and Sony & Mekoth (2016).

The more organized job rotation, the higher job satisfaction will be (H4). Coefficient value from the influence of job rotation on job satisfaction is 0,117 which mean that job rotation has positive influence on job satisfaction. Meanwhile t-statistic value is 2,249, in which it is bigger than t-table value as 1,96. As a result, hypothesis 4 is accepted which means that job rotation significantly and positively influences job satisfaction. It is in line with Huang (2015), Folakemi (2018) and Suseno (2019).

The higher job satisfaction, the higher employee's job satisfaction will be (H5). Coefficient value from the influence of role conflict signaling on employee performance is 0,060, which means that job satisfaction has positive influence. Meanwhile t-statistic value is 1,023, in which it is lower than t-table value as 1,96. As a result, hypotheses 5 is denied which means that job satisfaction positively but not significantly influences employee performance. It

strengthens the evidence proposed by Jackson (2011), Faroqui and Nagendra (2014) and Platis (2015).

6. Conclusion

Justification and the purpose of this study state that job rotation does not influence employee performance, and it has been mediated by the novelty of role conflict signaling with t-statistic value as 2,936 in which it is bigger than t-table value as 1,96. As a result, the hypotheses is accepted which means role conflict signaling positively influences employee performance. Meanwhile, the relationship between job rotation and role conflict signaling is positive and significant. Job rotation also positively and significantly influences job satisfaction, yet the relationship between job satisfaction and employee performance is positive but not significant.

7. Managerial Implication

Managerial implications adopted from this study are (1) improving employee performance by performing job rotation, yet an organization needs new task orientation and they need to prepare the instruments of role conflict signaling, (2) improving optimum employee performance to improve employee satisfaction to face the problem of limited hospital in Banten Province compared with its population.

8. Limitation and Future Research

This study has not successfully proven that job rotation can improve employee performance and their satisfaction on job. Therefore, we need an extending research to test these two variables, by replicating similar objects, such as government hospital and other objects.

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