How Role Conflict and Leadership Style can Affect Job Satisfaction among Community Health Service Workers

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Abstract

Employees who work in the health services are no exception; public health centers tend to experience high role conflict. Several of the previous studies and articles have raised the issue of role conflict and transformational leadership. The organization must set a strategy so then role conflict and leadership style do not become a problem that can, in time, become an obstacle in the organization. The purpose of this study is to determine if role conflict and transformational leadership style tied into job satisfaction is mediated by work stress. The study was conducted through the survey method using a questionnaire distributed in August-September 2019. The respondents in this study totaled 185 health service employees who worked in the health centers in Jakarta, Indonesia. The data was analyzed using the Structural Equation Model (SEM). The results showed that there was a relationship between role conflict and job stress, that there was a relationship between job stress and job satisfaction, that there was a relationship between transformational leadership style and job satisfaction but that there was no relationship between role conflict and job satisfaction or between transformational leadership style and work stress in the health service employees.

Introduction

The front line of providing health services for the community is the public health center. The resources possessed must be in accordance with the competency standards required by the organization (Puteh, 2016). Human resources is the design of various formal systems in an organization with the aim of ensuring that the use of human expertise is effective and efficient in order to achieve the organizational goals as desired (Mathis and Jackson, 2006). To maximize the quality of health human resource competencies, many methods can be undertaken by organizations. Building a relationship between an

organization and its employees needs to be mutual. A leader plays a role in determining the direction of the policies that can encourage the employees to prosper. If the organization's relationship with the employees does not generate positive value and it is not mutually beneficial, then their job satisfaction will decrease (Mohammed, et al, 2018).

Decreased job satisfaction can be triggered by the role conflicts that exist in the organizational environment. Conant (2017) states that high role conflict causes job satisfaction decrease. In addition, decreased job satisfaction can also be caused by the work stress experienced by employees who have workloads that exceed their capacity. This is consistent with the results of the study which concluded that there is a significant negative relationship between job stress and job satisfaction (Wu et al, 2019). The research conducted by Ain, Khattak and Iqbal (2013) in the private banking sector in Pakistan showed that there is a significant positive relationship between role conflict and job stress and that there is a negative relationship between role conflict and job satisfaction. Job stress mediates the relationship of role conflict and job satisfaction. Soltani et al (2013) also concluded that work stress is influenced by role conflict. On the other hand, the research conducted by Han, Wang, and Dong (2014) concluded that in proactive managers, role conflict does not significantly affect job satisfaction. Conversely, in managers who are not proactive, the role conflict becomes greater and job satisfaction is significantly lower.

In addition to influencing role conflict, a leader in an organization also influences work stress and employee job satisfaction (Conant, 217). This is in accordance with the research conducted by Kedebe and Demeke (2017),Visvanathan, Muthuveloo, and Ping (2018) and Bushara, Usman, and Naveed (2011) who stated that the transformational leadership style influences job satisfaction. Research conducted by Saleem, Ali, and Akhtar (2016) and Gill, Flaschner and Bhutani (2010) also show that transformational leadership styles have a significant relationship with work stress. Leaders who can appreciate and understand their employees will give a positive value, allowing the balance of the organization to be well maintained, the organizational goals will be achieved, and job satisfaction will also increase (Saleem, 2016). The employees will feel valued by their leaders so then their work stress is reduced. However, this contradicts with the research conducted by Muthamia, Lewa and Ndwiga (2015) which concluded

that among the top managers, transformational leadership style does not have a significant effect on work stress.

However, research on the influence of transformational leadership styles has not been done in the health service sector. Ain et al. (2013) and Bushara et al. (2013) conducted this research in the banking sector. Kedebe et al. (2017) and Uysal (2019) focused their research on the employees working in educational institutions. Conant (2017) conducted his research among the directors at an athletic school in England. Soltani et al (2013) focused their research on employees in insurance companies in Iran. Saleem et al. (2016) focused his research on affiliated employees in the telecommunications sector in Pakistan. Wu et al (2019) and Muthamia et al. (2016) conducted research on state-owned enterprises (BUMN). Visvanatha and Muthuveloo (2010) examined employees who work in the manufacturing industry in Malaysia. Other studies are like the one that Gill et al. (2010) did in the hospitality industry in India. Han et al. (2014) focused his research on the middle manager level in several companies in Beijing, Shanghai, and Tianjin, China. Meanwhile, researchers Yao et al (2014) divided their research into focusing on several respondents who worked in the manufacturing, finance, insurance, transportation, wholesale and retail industries in China. In addition, researchers have not found any of the previous research that combines the four variables that are to be used, namely role conflict, transformational leadership style, job stress and job satisfaction in health care. Therefore in this study, the researchers fill in the gap of knowledge by examining the effect of role conflict and transformational leadership style on job satisfaction by mediating work stress within health service agencies in West Jakarta.

The objectives of this study are, first, to find out the effect of role conflict on job satisfaction. Second is to determine the effect of role conflict on work stress. Third is to determine the effect of work stress on job satisfaction. Fourth is to determine the effect of transformational leadership styles on work stress and fifth is to determine the effect of transformational leadership style on job satisfaction.

Literature Review

Role Conflict

Role conflict is a psychological phenomenon experienced by someone that can cause discomfort and that can potentially reduce work motivation. It can reduce the overall performance (Tsai and Shis, 2005 in Fanani et al, 2008). Role conflict occurs when a person is under pressure to perform different and inconsistent tasks at the same time (Yustrianthe, 2008). The types of role conflict are divided into two, namely work conflict and family conflict. Rizzo et al. (1970) describes role conflict as being formed into four dimensions, namely Interrole Conflict, Intrasender Conflict, Intersender Conflict and Person Role Conflict. Gibson (1996) in Rozikin (2006) suggested that the indicators of role conflict are individual role conflict, intra role conflict and conflict between roles. Individual or personal role conflicts occur when the role requirements violate the basic roles, attitudes, and needs of the individuals holding those positions. Intra-role conflict occurs when individuals formulate a different set of expectations so then it is not possible for someone who has that role to fulfill all of the expectations. This is more likely to occur when certain roles have complex devices involved. Meanwhile, conflicts between roles results from various roles. This happens because individuals simultaneously perform many roles and some of them have conflicting expectations.

Transformational Leadership Style

According to Robbins and Judge (2008), transformational leaders are leaders who inspire their followers to put aside their personal interests for the good of the organization and who have an extraordinary influence on their followers. The transformational leadership style is based on shifting values, leader beliefs and the needs of their followers. In other words, transformational leadership is centered on the assumption that leaders can change their employees' beliefs, assumptions and behavior by drawing on the collective importance (Luthans, 2006). Transformational leadership style is formed into four dimensions. First, there are the idealized influences that portray the leader as an example of a strong role for their followers. Second, there is inspirational motivation which describes the leaders who talk of high hopes to their followers and who motivate them through vision. Third is the intellectual stimulation that describes leaders who support their followers in trying new approaches

and developing new innovative ways. Fourth is the individual consideration that describes the leader who listens to the needs of his followers and who mentors them (Avolio and Bass, 2004).

Work Stress

According to Pace and Faules (1998), stress is physical, mental or emotional suffering caused by the interpretation of an event as an individual personal threat. In a company, the bigger a company, the more employees working in it. There is thus a big possibility of problems arising in it, including human problems. Kreitner and Kinicki (2005) state that stress has consequences in the form of psychological outcomes related to attitude, behavior, cognitive and physical health. In his research, Robbins (2006) states that there are three dimensions of work stress. First are the physical symptoms characterized by physical disorders such as headaches, muscle stiffness, and fatigue or a loss of energy. Second are the psychological symptoms characterized by feelings of irritability, anxiety, and depression. Third are the behavioral symptoms characterized by presence, an increased frequency of absence, finding it easy to blame others and irregular sleep.

Job Satisfaction

Job satisfaction is a positive feeling about one's work that is the result of evaluating its characteristics. The belief that satisfied employees are far more productive than dissatisfied employees has been a basic principle among managers for many years (Robbins and Judge, 2008). Kreitner and Kinicki (2001) stated that job satisfaction is an effective or emotional response to work. In line with that, Luthans (2006) stated that job satisfaction is an emotion that is a response to work situations. Job satisfaction cannot be seen but it can be felt. It will be reflected in attitudes such as be increasingly loyal to the organization, working optimally, and complying with the regulations that exist. Furthermore, job satisfaction is measured by the five dimensions proposed by Luthans (2011) including the salary or amount of wages received and the rate at which this can be seen as appropriate compared to others in the organization. Second is promotions. This is when promoted employees generally face increasing demands for expertise, ability and responsibility. Third, is where their colleagues are at the level where they are technically skilled and socially supportive. Fourth is supervision (supervision), namely the

ability of supervisors to provide technical assistance and behavioral support. Fifth is the work itself in the case where the work provides interesting assignments, opportunities, to learn and opportunities to accept responsibility.

The relationship between role conflict and work stress

In the world of organizations, employees often experience situations where the employee feels that they are not in the best position in their work and where they feel that the work given exceeds their capacity. They feel that a lot of responsibility has been imposed on them. Psychological symptoms due to role conflict can cause discomfort and they can potentially increase work stress, which will have a negative effect on the organization. Employees who have work stress experience tension due to the conditions that affect it. This can cause changes in the interactions of an individual with their environment. In addition, it can also cause an imbalance in the physical and psychological status of an individual which can change the employee behavior to becoming nervous, anxious, unstable and finding it difficult to make good decisions. It can be said that high role conflict will increase work stress. Conversely, low role conflict will reduce work stress. This is consistent with the results of the research by Soltani et al. (2013), Ainet al. (2013) and Gillet al. (2010), who concluded that role conflict influences work stress. Based on the above literature, the following hypothesis can be put forward:

H1: High role conflict will increase employee work stress.

The relationship between role conflict and job satisfaction

The appearance of role conflict in organizations can lead to inconsistencies in the expectations of various parties or a mismatch between the needs and individual values. Employees who have role conflict are more likely to believe that the work given is not the work that should be assigned to them. This condition will certainly affect the performance of the employees and it will inhibit the potential value held by the employees. In this case, the organization must be able to maintain a balance so then role conflicts can be avoided and job satisfaction can be achieved. Conversely, if the role conflict in an organization is high, then job satisfaction will be low. Employees who feel job satisfaction have a positive attitude towards their work. This is in line with the studies of Conant (2017), Han (2014) and

Ain (2013) which state that role conflict influences employee job satisfaction. It can be said that high role conflict will reduce employee job satisfaction. From the literature above, the hypothesis that can be proposed is that:

H2: High role conflict will reduce employee job satisfaction.

The relationship between work stress and job satisfaction

At work, employees can feel stress due to the work or due to the environment. This can cause clinical symptoms such as high blood pressure, gastric disturbances, difficulty concentrating, decreased appetite, and becoming nervous. Job stress is a form of response to pressure, both physical and psychological, and it can prevent the employees from maximizing the responsibilities given to them. This certainly does not benefit the organization. In addition, strong organizational goals will take into account the aspects of employee job satisfaction. Job satisfaction is a positive emotional attitude in the employees and it means that they do not feel burdened with the work given. If job satisfaction increases, then the employees will enjoy their work and the organization will enjoy maximum work results from their employees. It can be said that job stress is very influential on job satisfaction. Employees who have low job stress have high job satisfaction, so this has a positive effect on the organization. This is in line with the results of the research by Wu et al. (2019),Uysal (2019) andAin et al. (2013) which concluded that work stress affects job satisfaction. From the literature above, the hypothesis that can be proposed is that:

H3: High work stress will reduce employee job satisfaction.

The relationship between transformational leadership styles with work stress

An organization is a group of people who have a common goal in which an organizational structure of governance and leaders is needed. This can influence and determine the direction of the organization's goals. The transformational leadership style has a positive influence on employees and this can lead to the employee's beliefs about their responsibilities to the organization rather than to their personal

interests. Transformational leadership styles also lead to trust in the employees. The employees feel valued and supported so then the level of influence of work stress on the employees is low. On the contrary, if the employees feel pressured and uncomfortable, then the effect of work stress is high and this will not be a positive value. The work given is just a routine and thus a sense of ignorance arises about the organization. This is supported by the results of the studies of Gill et al. (2010), Saleem et al. (2016) and Muthamia et al. (2015) which conclude that transformational leadership style will reduce employee stress. From the literature above, the hypothesis that can be proposed is that:

H4: Transformational leadership style will reduce employee work stress.

The relationship between transformational leadership style and job satisfaction

The performance of employees who feel valued can have a positive impression on the organization. Employees believe that the leaders fairly evaluate each employee's performance appraisal. The leadership also provides motivation so then the employees can explore their potential more. This condition is very beneficial for the organization when it comes to achieving the organizational goals while simultaneously increasing employee job satisfaction. On the contrary, if the leadership is not fair and it disadvantages the employees with the policies made, then the level of employee satisfaction is low. This condition can cause various problems in the organization, making the purpose of the organization have a negative value. This is in line with the research by Bushra et al. (2011),Kedebe and Demeke (2017) and Visvanathan et al. (2018), which concluded that transformational leadership style has an influence on job satisfaction. From the literature above, the hypothesis that can be proposed is that:

H5: Transformational leadership style will increase job satisfaction.

Method

Participants

This research was conducted on health service employees in West Jakarta. The selection of respondents in this study, using purposive sampling, where respondents were chosen based on certain criteria. Criteria for respondents were medical personnel who had been appointed to become permanent employees for at least one year at public health service organizations in Jakarta. Questionnaires were distributed as many as 350 questionnaires. However, only 185 questionnaire answers were used in this study.

This research was conducted in August-September 2019 in the health service, Jakarta. The analytical tool that will be used is the structural equation model (SEM) then according to the provisions of the sample SEM in this study, at least 5 times the number of questionnaires (Hair, Anderson, Tatham and Black, 2013). The number of questionnaire statements in this study were 37 statements, so the minimum number of samples taken in this study (37x5) 185 respondents. This research was a correlational study between role conflict and transformational leadership style with job stress and job satisfaction.

Measurement

In this study, there are exogenous variables, namely role conflict and transformational leadership style. The endogenous variables are job stress and job satisfaction. The measurement of the role conflict variables uses the theory of Rizzo et al (1970) with 7 statements, which measure Inter-role Conflict, Intra-sender Conflict, Inter-sender Conflict, Person-role Conflict. The transformational leadership style variables used Avolio and Bass's theory (2004) with 8 statements which contain Idealized Influence, Inspirational motivation, Intellectual Stimulation, and Individual attention. Work stress was measured using the theory of Robbins (2006) with 12 statements, include Physical, Psychological and Behavioral. The job satisfaction variables were measured using the theory of Luthans (Luthans, 2011) with 10 statements. The research data was obtained using a questionnaire. The measurement scale was a Likert scale method. On the Likert scale, the method used consists of five alternative answers, namely the

score of five ratings for strongly agree (SS), the score of four ratings for agree (S), the score of three ratings for neutral (N), the score of two ratings for do not agree (TS) and the score of one assessment at strongly disagrees (STS) (Sugiyono, 2012).

This research used confirmatory factor analysis by conducting a validity test. This was done by looking at the value of the Kaiser-Mayer-Olkin measure of sampling (KMO) and the measures of sampling adequacy (MSA). If the KMO value is below 0.500, then factor analysis cannot be used or accepted. The acceptable KMO value is the minimum value of 0.5 to 0.9 (Malhotra, 2010). The reliability test using Cronbach's alpha value was > 0.5, which means that it is reliable (Azwar, 2012). Furthermore, the results of the confirmatory factor analysis test show that all of indicators of role conflict, transformational leadership style, job stress and job satisfaction have been declared to be valid with KMO and MSA values> 0.500 and 1 component matrix. Furthermore, the reliability test conducted on all of the indicators of role conflict, transformational leadership style, job stress and job satisfaction show a Cronbach's alpha value> 0.5, which means that they are reliable (Malhotra, 2010).

Data analysis

To find out the significance level and the relationship between the variables, the structural equation model (SEM) analysis method was used.

Result

Analysis of the Respondent's Demographic Differences

Most of the respondents' ANOVA test results show that there is no difference. The answers of the respondents are therefore homogenous and the ANOVA test can be done, namely on the respondents' answers based on gender, age and recent education and on the role conflict variables, transformational leadership style, work stress and job satisfaction. Furthermore, the respondent's answers based on position show that there is no difference, so therefore the respondent's answersare homogenous and the ANOVA test can be done only on the work stress variable. Meanwhile, the respondent's answer based on position related to the role conflict variable, transformational leadership style and job satisfaction shows sig homogeneity ≤ 0.05. The ANOVA test was not used.

An analysis of the respondents' demographic differences (gender, age, last education and position) was conducted to determine whether there were significant differences in relation to each variable, namely role conflict, transformational leadership style, job stress, and job satisfaction. This was to see if a different test was needed. If the value of sig homogeneity> 0.05 and ANOVA<0.05, this means that there are differences in homogeneity. Sig homogeneity> 0.05 and ANOVA > 0.05 means that there is no difference in the homogeneity. Meanwhile, sig homogeneity ≤ 0.05. ANOVA was not tested, meaning that the results were not tested as they were not homogenous.

Test Validity and Reliability Construct

In terms of the measurement results of construct validity, all of the indicators for role conflict, transformational leadership style, work stress (physical symptoms, psychological symptoms and behavioral symptoms), and job satisfaction can be accepted because the factor loading value has a good match (> 0.50) and the t-value is greater than the t-table (1.96) at the 5% significance level. Furthermore, the construct reliability test meets the reliability requirements with CR values above 0.60 and VE values above 0.50 (Hair et al, 2013). All of the CR values meet the reliability requirement of having a value above 0.60 for role conflict (0.96), transformational leadership style (0.96), work stress (0.94), and job satisfaction (0.98). All VE values meet the reliable requirement of having a value above 0.50; role conflict (0.81), transformational leadership style (0.76), work stress (0.83) and work satisfaction (0.85).

Structural Test Analysis

The structural test analysis can be seen from the R^2 value. The value of R^2 for each equation serves to show how far the independent variable is able to explain the dependent variable. The results of the first analysis are that jointly, GKT (transformational leadership style) and KP (role conflict) affects SK (work stress) with an R2 of 0.92. This means that 92% of the variants of SK (work stress) can be explained by the variable GKT (transformational leadership style) and KP (role conflict), while the remaining 7% can be explained by other variables not present in this study. The results of the two analyses are that jointly, SK (work stress), KP (role conflict), and GKT (transformational leadership style) affect KK (job satisfaction) with an R2 of 0.97. This means that 97% of the variants of KK (job

satisfaction) can be explained by variables SK (work stress), KP (role conflict), and GKT (transformational leadership style), while the remaining 2% can be explained by other variables not present in this study. The results can be seen in Table 13.

Conformity Analysis of All Models

From the analysis of the suitability test, all of the tests showed good compatibility including Chi-square, ECVI, AIC and CAIC, Fit Index, and Goodness of Fit. There are close fit results for RMSEA and marginal fit results for Critical N. From the results of the analysis above, it can be concluded that the fit test for all of the models meets the requirements (good fit). Furthermore, this research produced the T-Value path diagram as follows:
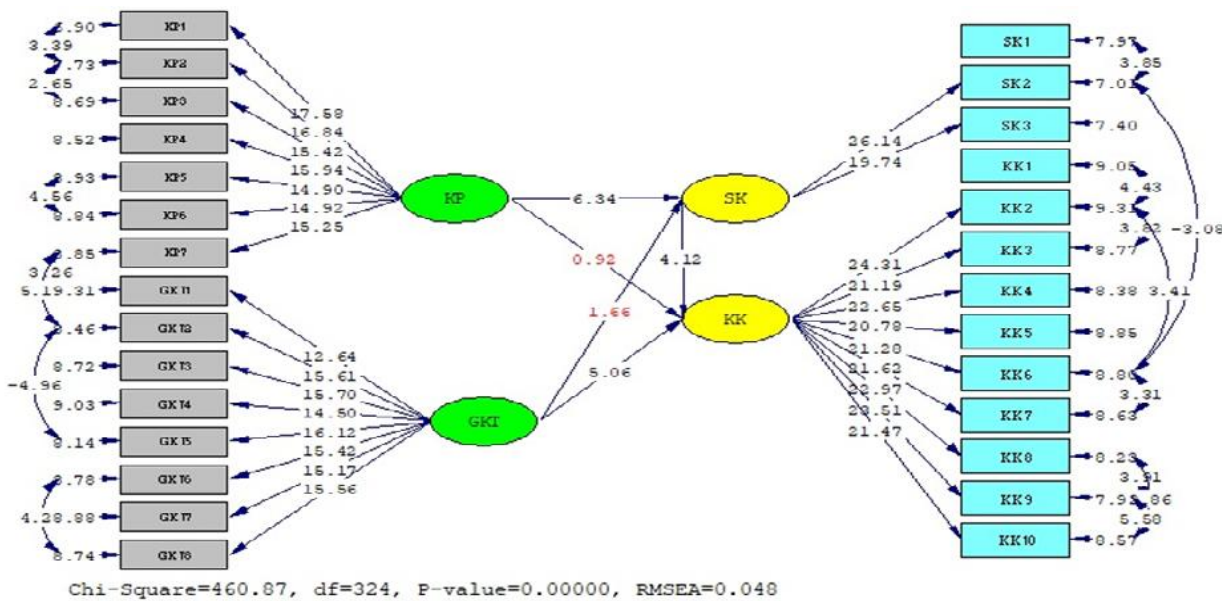

*Figure 2.*T-value test results

Note: role conflict (KP), transformational leadership style (GKT), work stress (SK) and job satisfaction (KK).

Based on Figure 2, the Path t-value diagram shows the hypotheses in this study and they have been presented in the hypothesis testing table as follows.

Table 1
Research Model Hypothesis Testing

Hypothesis	Hypothesis statement	ScoreT-Value	Information
H1	High role conflict will increase employee work stress	6,34	Data supports the hypothesis
H2	High role conflict will reduce employee job satisfaction	0,92	Data does not support the hypothesis
H3	High job stress will reduce employee job satisfaction	4,12	Data supports the hypothesis
H4	Transformational leadership style will reduce employee work stress.	1,66	Data does not support the hypothesis
H5	Transformational leadership style will increase job satisfaction.	5,06	Data supports the hypothesis

Job Stress Mediation

Mediation analysis using the t test, with Soble test. Research conducted at Jakarta Community Health Center on the employees shows that there is an influence from role conflict on work stress with a T-value of 6.34. Role conflict cannot affect job satisfaction without being mediated by work stress. The role conflict felt by Kalideres public health center employees cannot directly influence employee job satisfaction without going through work stress as a mediating variable. The T-value of this hypothesis statement is 0.92. Meanwhile, in this study, job satisfaction among the employees can be influenced by high work stress. The T-value of the statement of this hypothesis is 4.12. There is no relationship between transformational leadership style and work stress where the T-value is 1.66, meaning that this does not support the hypothesis. This shows that the leadership style that exists at the Kalideres public health center does not affect the work stress of the public health center employees. The transformational leadership style affects job satisfaction without being mediated by work stress with a T-value of 5.06.

Discussion

In the results of this test, there is a relationship between role conflict with work stress. This shows that high role conflict causes the employees to be uncomfortable due to several considerations including the employees feel that they do not have the capacity to do a particular job, it is difficult to divide their time up in work and because they become insecure to the point of being stressed. Employees engaged in health services, especially in certain positions, are at risk of work stress. They must provide services to people who come in sick or who just want to consult on their health. Of course in this case, the level of sensitivity varies. It requires high concentration when serving the patients. After the service time is over, they also have to do a number of different jobs. For example, they must divide their time between the procurement of goods and services that, in fact, is not in accordance with the profession of the employee. Some of the previous studies conducted by Ain et al. (2013) and Soltani et al (2013) conclude that work stress is influenced by role conflict.

In this study, there are results that indicate that role conflict does not affect employee job satisfaction. That is, the high or low role conflict perceived by employees will not affect employee job satisfaction. The results of this study are in line with the research conducted by Han et al. (2014) among managers. It was concluded that role conflict did not significantly affect job satisfaction or work-related anxiety. The research of Ain et al. (2013) stated that role conflict has a negative relationship with job satisfaction.

The effect of role conflict on job satisfaction in the health services, especially public health centers, does not have any effect. This illustrates that job satisfaction is not influenced by the roles of conflict but it is influenced by several other external factors. From the previous research, there is a relationship between role conflict and job satisfaction. This is due to the existence of policies and regulations in private companies that are made to get as much corporate profit as possible. The public health centers in DKI Jakarta Province have become a Regional Public Service Agency (BLUD) where the public health centers can manage their own household budgets. However, in terms of employee expenditure, public health centers still receive subsidies from the DKI Jakarta Regional Budget. Health services, especially public health centers, have both internal and external policies. The external rules

are made by the Regional Personnel Agency (BKD) and the Ministry of Health of the Republic of Indonesia, as well as other regional regulations that are used as a reference and implemented into the organization of the health centers. Therefore, the vision, mission and values of the public health center do not lead to profits. Rather, the public health center expenditure budget is proposed from the work units for the employee payroll and benefits, health programs, spending on medicine and supporting the facilities and infrastructure. This clearly becomes the fundamental difference between private companies that seek as much profit as possible with the health services provided by the government. This requires the prepared budget being able to be absorbed properly and appropriately.

The test results also show the results between work stress and how it affects job satisfaction. This shows that the stress experienced by the employees resulted in decreased job satisfaction. Many factors cause work stress, including demands from the leadership that provide targets that must be achieved as soon as possible, excessive role conflict that makes employees feel uncomfortable with two different jobs, excessive workloads that can cause stress because employees feel that the work given exceeds their abilities and communication within an unfavorable work environment. This research is in line with the previous studies conducted by Wu et al (2019) and Uysal (2019) which states that there is a negative relationship between job stress and job satisfaction.

In this study, there are also results where the relationship between transformational leadership style variables has no effect on the work stress variables. However, this is not in line with the research conducted by Gill et al. (2010) and Muthamia et al. (2015). Their studies show that the transformational leadership style affects employee work stress. Employees who work in government circles certainly have rules and policies that have been stated in both the government regulations and the regional regulations, including their salary and employee benefits that are divided into ranks and classes. This is where the benefits at each level are different. Employees who have a good performance will certainly get rewards according to their rank and class so then they do not exceed the income stated in the applicable decree. Public health centers are different from private companies. Public health centers provide their services free of charge if the patient is registered with the BPJS. Private companies engaged in providing services or others are certainly profit-oriented. Obviously this

difference provides a different picture of demands and responsibilities so the level of work stress is not influenced by leadership style. It can be concluded in a broad outline that employees who work within the scope of government have a hierarchy that follows the rules and instructions that must be applied to each work unit.

The test results state that there is a relationship between transformational leadership style and job satisfaction. This illustrates that transformational leadership style has a direct influence on job satisfaction without being mediated by work stress. Leadership style can be divided into several categories but the researchers here focused on the transformational leadership style. Leaders who embrace the transformational leadership style can describe the vision of the direction of the organization. In addition, this leadership style is able to develop subordinates into becoming leaders. The transformational leadership style that is applied in the health services, especially the public health centers, has a positive relationship with job satisfaction. This can be seen in the relationship of the transformational leadership style variables that affect the job satisfaction variables without being mediated by job stress. Previous studies conducted by Visvanatha and Muthuveloo (2010), Bushara et al. (2011) and Kedebe and Demeke (2017) concluded that there is a positive relationship between transformational leadership style and job satisfaction.

Conclusion

The results that can be concluded from this study are that first, there is a relationship between role conflict and work stress. Second, there is a relationship between job stress and job satisfaction. Third, there is a relationship between transformational leadership style and the job satisfaction of employees. However, there is no relationship between role conflict and job satisfaction among the employees and there is no relationship between transformational leadership style and work stress.

Research Limitations

The research limitations refer to the sample in this study was limited to medical personnel in government medical services in West Jakarta. Another several weaknesses of this study, some of the

limitations contained in this study are that this study only discusses the variables of role conflict, transformational leadership style, job stress and job satisfaction. It is possible that the respondents did not fill in the questionnaire accurately or that they only filled it in based on the expected ideal conditions and not the actual conditions that were happening.

Suggestions for Further Research

Future research developments can add other variables besides role conflict and transformational leadership style. For example, there are also compensation variables. Further research can additionally expand the scope of this research not only to the health services of the Kalideres health center but to all health centers in Indonesia and other industrial fields.

Managerial Implications

This study aims to determine the impact of role conflict and transformational leadership style on job satisfaction through mediating work stress in the health services. Employees who work in health services, especially in the public health centers that are under the auspices of the DKI Jakarta provincial government and the Ministry of Health of the Republic of Indonesia, have regulations set by the center that are to be applied in all relevant levels. The rules set by the center are not necessarily in line with the needs of the organization. This can be seen from this study where high work stress is influenced by high role conflict. The role conflict is high because the employees have duties, points, and functions that exceed their abilities. Therefore, the managerial implications that can be proposed are to reduce the work stress of the employees by looking at the indicators that must be improved, namely that the employees can work in two or more groups doing two different jobs. High role roles clearly need to be given attention by the management. Job stress can be triggered by the workload given to the employees. Leaders and management need to conduct workload analysis to see that the employee needs that are adjusted for within the Ministry of Health regulations. This is so then the employees can focus on the jobs that are in accordance with their profession and so then they do not work on jobs that are not in their field.

Next, the managerial implication used in this study is work stress in the form of the dimensions of physical symptoms, psychological symptoms, and behavioral symptoms. The first dimension is physical symptoms. Employees who experience work stress can experience physical symptoms such as headaches and fatigue at work. These physical symptoms can be suppressed by doing stretching exercises performed between their hours of work. In addition to reducing work stress, stretching exercises can also increase employee concentration. The second dimension is psychological symptoms. These symptoms illustrate the psychological state of the employees in the form of a feeling of irritability and excessive anxiety. The relationships between the coworkers become out of harmony and thus arises a feeling of worry about the workload that is not in accordance with their competencies. These psychological symptoms can be suppressed by trying to calm them down, socializing them with the surrounding environment, and trying to encourage them to open up by asking the opinion of their coworkers or superiors if they get a job that is difficult to do. The third dimension is behavioral symptoms. This phenomenon illustrates the lack of focus and indiscipline in terms of the employee's time. Employees who feel work stress will not focus on carrying out their work. This can be seen from the behavior of employees who often make small mistakes at work and who often forget about important things that should be resolved. In addition, employees who experience work stress will often delay their work and arrive late. Coaching, performance appraisal and disciplinary sanctions against employees can be a few of the solutions used to suppress this.

Another managerial implication used in this study is the transformational leadership style. This leadership style is characterized by the ability of the leaders to bring in significant change, both for their followers and for the organizations that they lead. A leader must be an ideal influence for his followers because the leader is a symbol of the success of the organization. A leader must be able to implement the vision and mission in a way that can be understood by their followers so then the purpose of the organization goes in a positive direction. A leader who adopts a transformational leadership style can be a motivator for their followers. They have a way to make their followers release their best abilities and they believe in the ability of their followers to complete their work beyond their intended targets. This leadership style is able to simulate intellectualization by providing rational reasons to change the way that the employees look at a work-related problem and they ask for new ideas that can bring in

change for the better. In addition, leaders with a transformational leadership style pay individual attention to their employees, provide guidance when making mistakes and provide solutions when facing work obstacles.

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