


Increasing Nurses' Commitment Through Managing Role Conflict, Role Unclarity and Job Stress in the Hospital

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Article information	Abstract
<p>Article history: Received: February 12th, 2025 Revised: September 14th, 2025 Accepted: October 01st, 2025</p> <p>Corresponding author: Name: Hasyim Address: Jl. Arjuna Utara, Kebon Jeruk Jakarta E-mail: hasyim.ahmad@esaunggul.ac.id</p> <p>International Journal of Nursing and Health Services (IJNHS), Volume 8, Issue 5, October 20th, 2025 DOI: 10.35654/ijnhs.v8i5.778 E-ISSN: 2654-6310</p>	<p>Background: Hospitals are organizations that provide health services. Objective: The objective of this study is to examine the impact of role conflict, role ambiguity, and work stress on the organizational commitment of nurses. Method: This study utilized a cross-sectional technique to investigate the correlation between the independent variables and the dependent variables. The population consists of all nurses employed at Eka Hospital Bekasi. The sampling technique employed was purposive random sampling, with a sample size of 88 respondents. Result. The findings indicate a favorable correlation between role conflict, role ambiguity, and work-related stress on organizational commitment at Hospital Bekasi. Conclusion: In conclusion, to increase nurses' commitment, healthcare organizations should focus on interventions that manage role conflict and unclarity, reduce job stress, and enhance team effectiveness. Recommendation: Further study needs to conduct the to conduct a cross-sectional study to assess the impact of job stress on nurses' quality of life and caring behaviors, and identify factors that contribute to excessive job stress among nurses.</p> <p>Keywords: role conflict, role ambiguity, working stress, organizational commitment</p>
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Background

Organizational commitment refers to a state in which employees demonstrate a high level of interest and dedication towards their organization's goals, beliefs, and objectives (1). Employees with high organizational commitment exhibit greater stability and productivity, ultimately resulting in increased profitability for the organization (2).

The current level of organizational commitment exhibited by nurses is rather low. Statistics indicate that the level of dedication among nurses in Indonesia remains low, with only 76% demonstrating a strong commitment (3). According to the survey, 86% of the 14

nurses at Eka Hospital Bekasi expressed their desire to continue working for the organization due to the satisfactory income they receive.

Social environmental conditions at work that are not possible or not good will cause problems in a person's independence. This problem is like role conflict, role ambiguity and job stress. A previous study mentioned that 3 role elements that have been developed by, namely role conflict, role ambiguity and role overload (4).

Role conflict at work leads to dysfunctional behavior at work such as job dissatisfaction, a tendency to leave the

organization and low commitment. Increasing role conflict will result in increased tension in work relationships, reduced job satisfaction, and a tendency to leave the organization (5).

Role conflict could arise when someone is given clear instructions regarding their job responsibilities, but conflicting (6). A study explained that role conflict increased the intention to quit from working (7). Beside that ambiguity of role in working also arise the low organizational commitment. Role ambiguity occurs due to not having enough information to be able to carry out their duties, or not understanding how to realize the expectations related to a particular role.

A previous study mentioned that role conflict, role ambiguity and working environment were positive effect on working stress (8). Based on the survey of 14 nurses from Eka Hospital Bekasi showed 86% of them have enough time to finish their time well

METHOD

Design

This study was survey study with cross-sectional approach to analyze the correlation between independent variables and dependent variable.

Sample, Sample Size, and Sampling Technique

We involved eighty-eight nurses who has been working at Eka Hospital Bekasi. The sample selection in this study using the purposive sampling technique which is based on the inclusion criteria. The sample size was calculated using the Slovin formula as follows:

$$n = 113 / (1 + 113 \times 0,052) = 88$$

The inclusion criteria of this study were 1) had been working as inpatient nurses, 2) Has been working within 1 year, 3) willingness to participate in this study, 4) have been graduated from nursing school for diploma and bechleor level.

Data Collection Process

The researcher gathers the data within 2 months. The process of data collection was conducted by the researcher and assisted by the research assistant. We garther the information from respondents using the

between completing assignments in the field and completing reports requested by their superiors.

Work stress is faced by almost all employees in the work environment. This is due to the job characteristics of nurses who are expected to be able to treat patients quickly and precisely. Other factors that cause stress in nurses are the division of work shifts, role ambiguity and poor working relationships. A previous study mentioned that working stress has negative impact on organizational commitment among employees (9).

Although, some study had been done in Indonesia regarding this issue, but limited study to examine the effect of role conflict, role ambiguity and work stress on nurses' organizational commitment in simutaneously. Therefore, this study would examine the effect of those factors on organizational commitment simultaneously and partial

questionnaire. Some instruments were used to measure the variables and had been validated by 30 respondents

Role Conflict Questionnaire was used to measure the role of conflict among nurse. This questionnaire consisted of four indicators including 1) conflict on human resources, 2) override the rules, 3) unnecessary activities, 4) unclear directions. This instrument used the Likert scale of points 1 (strongly disagree) to point 5 (strongly agree).

Role ambiguity Questionnaire was used to measure the ambiguity of role of nurses in providing the services to the patients. This questionnaire consisted of four indicators including 1) authority, 2) responsibility, 3) clarity objective, and 4) coverage work. This instrument used the Likert scale of points 1 (strongly disagree) to point 5 (strongly agree).

Working stress was measured using the five indictors such as 1) Task demands, 2) Role demands, 3) Intermediate demands Personal, 4) organization structure, and 5) Organizational leadership. This instrument used the Likert scale of points 1 (strongly disagree) to point 5 (strongly agree).

Organization commitment questionnaire was used to measure the commitment of nurse to work. The indicator of organization commitment consisted of

there such as 1) affective commitment, 2) continuance commitment, and 3) normative commitment This instrument used the Likert scale of points 1 (strongly disagree) to point 5 (strongly agree).

Validity testing is carried out by analysis items, where each value obtained for each item is correlated with the total value of all items of a variable. Correlation test used is the Pearson Product Moment Coefficient of Correlation. All the items showed the valid score. In terms of the reliability testing, the cronbach alpha of instrument meet the criteria including role conflict questionnaire (Crobach alpha = 0,919), role ambiguity questionnaire (Crobach alpha=0,912), working stress questionnaire (Crobach alpha= 0,946), and organization commitment questionnaire (Crobach alpha= 0,924)

Data Analysis

Descriptive analysis used to provide an overview of nurses' perceptions in terms of

role conflict, ambiguity role, work stress, and organizational commitment. F-statistical test is carried out to examine ow significant the influence of the variables is independent as a whole or simultaneously to the dependent variable. The t statistical test was carried out to find out what the impact of one is independent variables individually in explaining variable variations dependent

RESULT

Chrateristic of respondents

Based on the results of a questionnaire with a total of 88 respondents, the characteristics of the respondents in this study were the majority of women 59%, the maximum age was 28 years, namely 21%, undergraduate education dominated 80%, work period of 5-10 years dominated 47%, PK 1 rank/class dominated as much as 43% and the position of executive nurse as much as 69%.

The association between the influence of role conflict, role ambiguity and work stress on nurses' organizational commitment simultaneously

F-statistic test was used to determine the association between the influence of role conflict, role ambiguity and work stress on nurses' organizational commitment simultaneously. The results found that there is significant association between role conflict, role ambiguity and work stress on nurses' organizational commitment simultaneously with p-value <.05. and F score = 16.38 < 2.71

Tabel 1. The association between the influence of role conflict, role ambiguity and work stress on nurses' organizational commitment simultaneously

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.910	3	75.303	16.038	.000 ^b
	Residual	394.408	84	4.695		
	Total	620.318	87			
a. Dependent Variable: organizational commitment						
b. Predictors: (Constant), role conflict, role ambiguity and work stress						

The association between the influence of role conflict with organizational commitment partially

Table 2 described the association between the influence of role conflict with organizational commitment. The result found that there is significant association between the role conflict with organizational commitment with p-value <.05. and F score = 2.029 < 2.71

Table 2. Association between the influence of role conflict with organizational commitment

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.906	4.959		3.006	.003		
	Role conflict	.113	.056	.191	2.029	.046	.850	1.176
a. Dependent Variable: Organizational committment								

Table 3. Association between role ambiguity on organizational commitment

Table 3 described the association between the influence of role ambiguity with organizational commitment. The result found that there is significant association between the role ambiguity on with organizational commitment with p-value <.05. and F score = 3.856 < 2.71

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.906	4.959		3.006	.003		
	Role ambiguity	.256	.066	.371	3.856	.000	.820	1.220

a. Dependent Variable: Organizational commitment

Table 4. Association between working stress with organizational commitment

Table 4 described the association between the working stress with organizational commitment. The result found that there is significant association between the working stress with organizational commitment with p-value <.05. and F score = 2.289 < 2.71

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	14.906	4.959		3.006	.003		
	Working stress	.158	.069	.234	2.289	.025	.726	1.378

a. Dependent Variable: Organizational commitment

Coefficient Determination Testing

Table 5 showed the R-Square score is 0.341. It was indicated that the role conflict, role ambiguity, and work stress were significantly influence on organizational commitment is 34.1%. The remaining amount (100% -34.1% = 65.9%) organizational commitment is influenced by other variables not included in this research, for example: Entrepreneurial orientation, Organizational culture, Job satisfaction

Table 5. Coefficient Determination Testing

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.603 ^a	.364	.341	2.16687	.364	16.038	3	84	.000

a. Predictors: (Constant), working stress, role conflict, role ambiguity

b. Dependent Variable: Organizational commitment

DISCUSSION

The results of this study showed that the role conflict, role ambiguity, and work

stress have a negative effect on organizational commitment. It was indicated that the higher the role conflict, role ambiguity and work stress of nurses, the lower the organizational

commitment of nurses. It was consistent with a study mentioned that both role ambiguity and role conflict increased the job stress. Therefore, job stress needs to control to increase the job satisfaction (10).

Role conflict can due to a person assumes more than one conflicting role. Another study also described the organizational constellation is likely to lead to role conflict and role ambiguity experienced by the person occupying that particular role (11). Therefore, Factors of conflict of roles in hospitals especially in nursing so that they can be prevented and do not occur in the nurse's role conflict.

Role conflict has been shown to have a significant influence on the organizational commitment of nurses working in hospitals. The results of this study are consistent with previous studies by Tethool and Suwanto (2013), which showed that there is a negative correlation between role conflicts and organizational commitments. This role conflict can occur when an individual faces the functional expectations of a different position (12).

A study also mentioned that during the COVID-19 pandemic found that both role conflict and ambiguity were significant predictors of stress among nurses, which can have adverse effects on patient outcomes (13). Another study highlighted that role conflict can lead to decreased job satisfaction and organizational commitment, as well as increased emotional exhaustion and resignations among nurses (14). These findings suggest that role conflict plays a crucial role in shaping the organizational commitment of nurses in a hospital setting.

Another result of this study showed the role ambiguity has significantly impact on organizational commitment. It depicts that the low level of ambiguity or uncertainty of the role perceived by an employee will affect the commitment of his organization.

Role ambiguity refers to the lack of clarity, certainty, and predictability one might have expected with regards to behavior in a job. According to previous theory, role ambiguity and conflict decrease workers' performance and are positively related to the probability of workers leaving the

organization. The impact of role stress on workers' behavior through job satisfaction and organizational commitment has been studied, and it has been found that role stressors were negatively related to affective commitment mediated through job satisfaction (15). Therefore, it can be concluded that role ambiguity has a significant impact on organizational commitment (16-17).

Another result of this study described the significant effect of job stress on organizational commitment among nurses. It means that the stronger the work stress, the weaker the organization's commitment to the employee. A study conducted on operating room nurses in China found that 70.3% of nurses were in a state of job stress, which had negative effects on organizational commitment mediated by emotional exhaustion

(18). Another study identified factors associated with job stress among hospital nurses, including individual factors such as age, education, and experience, as well as organizational factors such as role ambiguity, role overload, role conflict, and authoritarian and irrational organizational culture (19).

Nurses' role stress was found to have a negative influence on job satisfaction and organizational commitment (20). Finally, nurses with low over-commitment were found to have a relatively low need for recognition and respect, and when the stress continues to be high, they are likely to have low organizational commitment.

CONCLUSION

To increase nurses' commitment through managing role conflict, role unclarity, and job stress in the hospital, a comprehensive approach is needed. This may involve implementing clear job descriptions, providing regular training and support, fostering open communication, and promoting work-life balance. Additionally, creating a positive work environment, recognizing and rewarding nurses' contributions, and offering opportunities for career development can also enhance their commitment. Research suggests that addressing these factors can lead to higher job satisfaction and lower turnover intention

among nurses, ultimately increasing their commitment to the organization

MANAGERIAL IMPLICATION

The managerial implications for increasing nurses' commitment can be drawn from various research findings. These implications include: 1) Identifying and Supporting Nurses: It is important to identify nurses who intend to leave the profession, listen to their concerns, and find solutions to retain them; 2) Promoting Willing Choice of Profession: Fostering an environment where nurses feel they have willingly chosen the profession can enhance their professional commitment; 3) Implementing Total Quality Management (TQM): TQM interventions have been shown to benefit the sustained enhancement of nurses' commitment and performance. Therefore, hospital managers can consider implementing TQM practices to improve nurse commitment and performance; 4) Involving Nurses in Decision-Making: Nurses' involvement in revising and improving the process of their performance appraisal has been linked to higher organizational commitment. Therefore, involving nurses in decision-making processes can enhance their commitment; 5) Building Trust in Managers: Nurse-supervisor trust is related to nurses' functional behavior. Therefore, hospital managers should focus on building and maintaining trust with their nursing staff to improve performance and commitment.

Recommendation for further study

Explore the association between role conflict and ambiguity and stress among nurses in primary healthcare centers, and assess the effectiveness of policies aimed at increasing nurses' roles and responsibilities in reducing stress levels. Another study needs to conduct a cross-sectional study to assess the impact of job stress on nurses' quality of life and caring behaviors, and identify factors that contribute to excessive job stress among nurses

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