
Impact of Management Control Systems on Managerial Job Satisfaction and Stress in Local Government: The Mediating Role of Organizational Commitment

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Abstract:

Management Control Systems (MCS) are an important part of the operations of public sector organizations. However, the implementation of MSS can have consequences on the well-being of public managers such as job satisfaction and stress. One important dimension of MSS is the clarity of the public manager's role. The role of public managers is a very important part of the organization, because public managers have the task of planning, organizing, directing and controlling organizational activities. These tasks require role clarity, where public managers must provide accurate, complete, clear and relevant information to their users. Therefore, the clarity of the role of public managers is thought to have an effect on the job satisfaction and stress of public managers. This research is important to do considering that SPM is a tool used in achieving organizational goals, and therefore it is also necessary to gain knowledge of its consequences on the welfare of public managers. Empirical evidence on this subject is still very limited, especially in public sector organizations in Indonesia. This study aims to empirically examine the effect of role clarity on job satisfaction and stress of public managers and the mediation of organizational commitment in public sector organizations. The results of this study are useful theoretically and practically. Theoretically, it enriches the SPM literature on the effect of management control in the form of the impact of role clarity on job satisfaction and stress levels of public public managers. Practically, the results of this study can be used as guidelines in the design of SPM that can increase public managers' job satisfaction and stress and organizational commitment. The research was conducted using a survey method to public managers at the Regional Apparatus Organization (ODP) of Medan City Government.

Keywords: *Management Control System; Task Control, Role Clarity; Job Satisfaction; Job Stress, Organizational Commitment.*

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1. Introduction

(Bugge et al., 2019; Cäker & Siverbo, 2018) Public sector organizations must guide the rules and regulations in carrying out activities, one of the formal rules adopted is a formal rule called SPM. SPM is built in the form of rules designed in such a way as to effectively control public managers in carrying out their duties. Internal and external regulations control actions and performance measurement systems that are broad and complex (Denhardt & Denhardt, 2000). (Sanabria-Díaz et al., 2021) The results of these efforts are assessed by how public managers react to conditions that occur in a strict management control environment. The reaction of public managers will determine whether the system built is effective in bringing about change and improved performance or is ineffective and will only maintain the current state and cause unnecessary control costs. (Ansell & Gash, 2008) Public managers' reactions to existing management controls have been the subject of several studies. These reactions are how controls affect public managers' satisfaction and stress levels. These two consequences of SPM are interesting to study because they are conflicting reactions to the impact of controls on public managers' well-being. In fact, workplaces that have overly restrictive systems and lack well-being are bad for employees and well-being improves performance (Batty et al., 2012). Various definitions have been expressed to express the meaning of well-being, but job satisfaction and stress levels are commonly used and recognized expressions.

(Rigby & Ryan, 2018; Sitorus et al., 2024) Management control is an important part of the operations of public sector organizations. Through management control, organizations can ensure that all resources are used efficiently and effectively to achieve organizational goals. However, the implementation of management control can have mixed consequences, as described above.

On the one hand, management control can increase the satisfaction of public managers by providing clear direction, increasing accountability, and facilitating decision-making. However, on the other hand, excessive or inappropriate management control can create stress, decrease motivation, and potentially reduce the well-being of public managers.

(Doberstein, 2016) Previous research shows many findings on how management control affects job satisfaction and stress levels in public sector organizations especially outside Indonesia. There is evidence that job satisfaction and stress levels may increase or decrease with management control. In a survey study of public managers in a large local government organization in Sweden, (Cäker & Siverbo, 2018) found that public managers were more satisfied with their jobs when they had tight outcome control. However, the case study showed that public managers felt less prosperous towards tight outcome control. (Butterfield et al., 2005) police officers believe that they have to work performance standards, they also feel that their performance freedom is limited by performance targets and internal audit systems.(Greener, 2005) found that public healthcare managers are faced with many challenges and difficulties when trying to cope with performance management systems that they perceive as unnecessary and ineffective. Yet public managers struggle to adapt to the expected outcomes of management control. Most survey

studies on management control show a negative impact on public managers. This is not surprising as these studies consider the effects of "bureaucracy", or control measures that are perceived as onerous and ineffective. Research on how management control affects public manager's shows that there are positive and negative impacts in the form of job satisfaction and stress levels. While negative studies show that "low-quality" outcome controls increase public managers' stress, positive studies show that different types of outcome control systems increase public managers' job satisfaction. Public managers can cause employee stress and dissatisfaction if they use performance indications whose measures are unpredictable.

(Scott, 2011) Management control can be seen from the clarity of the role of public managers in carrying out obligations and actions in the organization. The role of public managers is a very important part of the organization, because public managers have the task of regulating and directing organizational activities. This task requires high clarity, because public managers must provide correct, clear and relevant information to its use. Therefore, the role clarity of public managers is thought to have an effect on job satisfaction and stress of public managers. (Butterfield et al., 2005; Buttle, 2008) The (Kakkar, Shiva, 2020) theory of influence explains that there is an influence caused by the role of public managers on job satisfaction and stress. Research on the effect of management control that produces role clarity on job satisfaction and stress levels of public managers is still limited. This study was conducted to fill this knowledge gap by exploring and understanding the effect of management control in the form of role clarity on job satisfaction and stress levels of public managers.

Based on the explanation above, the formulation of this research problem is as follows:

1. How does role clarity affect job satisfaction of public managers in Medan City Government?
2. How does role clarity affect job stress of public managers in Medan City Government?
3. How does role clarity influence the organizational commitment of public managers in Medan City Government?
4. How does organizational commitment affect job satisfaction of public managers in Medan City Government?
5. How does organizational commitment affect job stress of public managers in Medan City Government?
6. What is the role of organizational commitment as an intervening variable in the relationship between role clarity and job satisfaction of public managers in Medan City Government?
7. What is the role of organizational commitment as an intervening variable in the relationship between role clarity and job stress of public managers in Medan City Government?

Based on the formulation of the problem above, the purpose of this study is to obtain empirical evidence of the effect of role clarity on satisfaction, job stress and the role of organizational commitment as mediation in public managers.

2. Theoretical Background

Role Clarity

(Hassan, 2013) Role clarity is the extent to which an individual understands the duties, responsibilities, and expectations that exist in his or her work role. High role clarity can reduce ambiguity, increase productivity, and provide employees with clear direction about what is expected of them (Cäker & Siverbo, 2018) Research has shown that role clarity is positively correlated with improved job performance and job satisfaction in a variety of organizational contexts (Nurendra & Purnamasari, 2017) Lack of role clarity is often associated with increased levels of job stress and employee dissatisfaction. (Taghavi et al., 2015) ambiguity in roles can lead to confusion and uncertainty that negatively affects individual well-being. This ambiguity occurs when employees do not understand well the responsibilities they carry or how their performance will be assessed by superiors. (Tubre & Collins, 2000) found that role clarity has a significant influence on employee motivation and commitment in an organization. Organizations that provide better role clarity tend to have employees who are more emotionally involved and loyal to the organization. Therefore, it is important for managers to ensure that each team member clearly understands their roles and tasks.

Job Satisfaction

(Sunday Ade Sitorus, Suwitho Suwitho, Alfabetian Harjuno Condro Haditomo, Resti Nurfaidah, Ramlawati Ramlawati, Totok Hendarto, 2022) Job satisfaction is an important aspect that reflects an individual's positive feelings towards their job. (S. P. Robbins & Judge, 2015; S. T. Robbins et al., 2009) state that job satisfaction is influenced by various factors such as working conditions, wages, relationships with coworkers, and career development opportunities. (Ade Sitorus et al., 2022) Research shows that high job satisfaction can increase employee productivity and commitment to the organization. (Ilahi et al., 2017) job satisfaction is the result of an individual's perception of how well his job provides things that are considered important. Studies show that employees who are satisfied with their jobs tend to perform better, be more creative, and have lower absenteeism (Rosmaini & Tanjung, 2019). Factors such as recognition, rewards, and work-life balance contribute to a person's job satisfaction. (Gibson et al., 2014) also pointed out that job satisfaction has a correlation with employees' mental and physical health. Employees who are satisfied with their jobs are more likely to have lower stress levels and better well-being. Therefore, managers need to pay attention to factors that can increase job satisfaction in order to create a more productive and positive work environment.

Work Stress

(Hengky, 2013) Job stress is a physical and emotional response that occurs when job demands are not balanced with an individual's ability or resources to deal with them (Du et al., 2010) Job stress can be caused by a variety of factors, including high workloads, time pressure, and role conflict within the organization. Research shows that high levels of stress can result in decreased performance, burnout, and health problems (Yumna, 2019). (Du et al., 2010) job stress can also affect interpersonal relationships in the workplace and reduce an individual's ability to work together in teams. Uncontrolled stress can demotivate and reduce employee loyalty to the organization. Organizations that are able to recognize and deal effectively with sources of stress can help improve employee well-being. (Hasibuan, S.P, 2014) emphasize the importance of stress management in an organizational context to reduce its negative impact on employee productivity and health. Approaches such as stress management training, counseling, and coping skills development have been shown to be effective in reducing occupational stress. Therefore, it is important for organizations to implement these strategies to create a healthy work environment.

Organizational Commitment

Organizational commitment is the level of an individual's emotional attachment to the organization they work for. (Rigby & Ryan, 2018) developed a three-component model that includes affective commitment, continuance commitment, and normative commitment. (Mathis & Jackson, 2012) Affective commitment refers to an employee's emotional attachment and identification with the organization, which often results in higher loyalty. (Jackson et al., 2013) shows that organizational commitment has a strong relationship with employees' desire to remain in the organization and involvement in achieving organizational goals. (Darmawan & Mardikaningsih, 2021) High commitment is often associated with lower turnover rates and higher work productivity. Factors such as a supportive work environment and organizational justice play an important role in building this commitment. (Du et al., 2010) found that organizational commitment can act as an intervening variable linking various factors such as job satisfaction and job stress with employee performance outcomes. (Busro, 2020) Employees who have strong organizational commitment tend to be better able to manage job stress and are more satisfied with their jobs, which in turn increases their productivity and engagement in the organization.

The conceptual framework of this research, namely

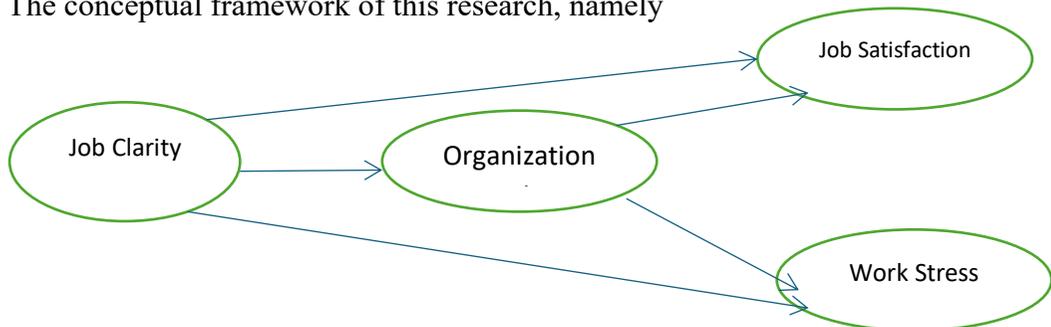


Figure 1. Conceptual Framework

Based on the framework above, the following hypotheses are formulated :

- H1. Role Clarity Has a Significant Effect on Job Satisfaction of Public Public Managers in Medan City Government
- H2. Role Clarity Has a Significant Effect on Job Stress of Public Managers in Medan City Government
- H3. Role Clarity Has a Significant Effect on Organizational Commitment of Public Managers in Medan City Government
- H4. Organizational Commitment Significantly Affects Job Satisfaction of Public Managers in Medan City Government
- H5. Organizational Commitment Has a Significant Effect on Job Stress of Public Managers in Medan City Government
- H6. Organizational Commitment as an Intervening Variable Affects and Significant Between Role Clarity and Job Satisfaction of Public Managers in Medan City Government
- H7. Organizational Commitment as an Intervening Variable Affects and Significant Between Role Clarity and Job Stress of Public Managers in Medan City Government

3. Methodology

(Ghozali, 2021; Sugiyono, 2017) This study is an explanatory study that examines the effect of role clarity on job satisfaction and stress of public managers. Data were collected through questionnaires. The unit of analysis of this research is public managers at OPD (Head of Department, Secretary of Department and Head of Division). The population of this research is all public managers at the Medan City Government OPD. All public managers in OPDs are respondents of this research. The questionnaire will be delivered directly to each OPD. There are 32 OPDs in Medan City Government, and it is expected that 7 people from each OPD will fill in and return the questionnaire. Thus, 224 respondents are expected to respond to this study. This study uses role clarity as an independent variable or independent variable measured by 4 (four) indicators, namely authority, responsibility, clarity of purpose, and scope of work. The first dependent variable is job satisfaction which is measured by 4 (four) indicators, namely compensation, working conditions, administrative

systems and company policies, and opportunities for development. The second dependent variable is stress which is measured by 3 (three) indicators, namely role conflict, work overload, role confusion. Organizational Commitment variable which is measured by 4 (four) indicators, namely emotional involvement with the organization, loyalty to the organization, readiness to put in more effort for the benefit of the organization, desire to continue working in the organization. The analytical tool used is Smart PLS with Structural Equation Model (SEM) analysis. Hypotheses were analyzed from the bootstrapping results in Path Coefficients

4. Empirical Findings/Result

Measurement Model Testing

Outer Loading Factor

The loading factor value of 0.50 or more is considered to have a strong enough validation to explain the latent construct. The initial outer loading value on the Role Clarity variable (X1), where the intervening variable is Organizational Commitment (Z) and the endogenous variables are Job Satisfaction and Job Stress can be seen in Table 1 indicators that have a loading factor value between 0.5 - 0.7 are acceptable.

Table 1. Outer Loadings

	CLARITY- WORK	JOB SATISFACTION	ORGANIZATIONAL- COMMITMENT	WORK STRESS
KKER1		1,000		
KPR3	,845			
KPR4	,825			
STR1				,823
STR2				,836
komt2			1,000	

Source: Processed Data, 2024

The indicators eliminated in this model are in the Role Clarity Variable, there are 2 indicators removed. Furthermore, in the Job Satisfaction Variable there were 3 indicators deleted, then in the Organizational Commitment variable there were 3 indicators deleted. In the deleted Work Stress Variable there are 2 indicators. All of these deleted indicators have a loading factor value below 0.60. When this indicator is removed, the AVE value After removing invalid variable indicators in the model, then the model is calculated again so as to produce a new outer loading value and can be seen in the following final path diagram image:

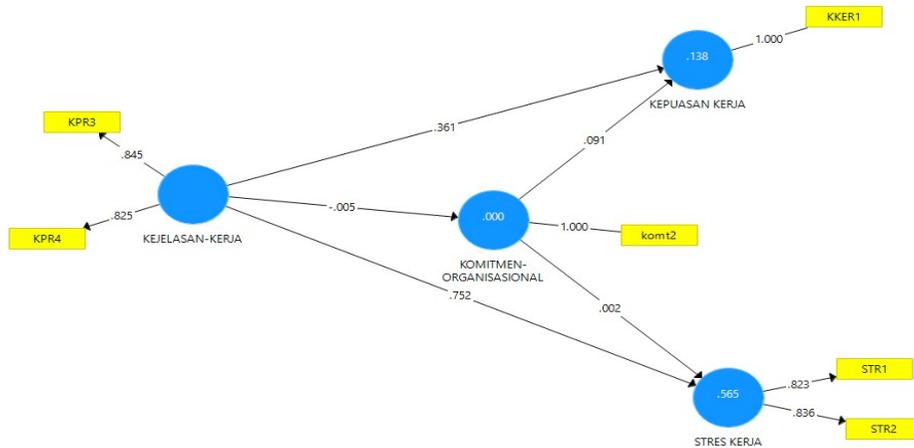


Figure 2. Final Path Diagram

Source: Research results, processed with Smart PLS 3.0, 2024

Reliability and Validity Test

The reliability instrument in this study was measured by two criteria, namely the composite reliability value and Cronbach's alpha. The use of Cronbach's alpha tends to underestimate variable reliability compared to composite reliability so it is recommended to use composite reliability variables are said to be reliable if the composite reliability value is above 0.70 and the Average Variance Extracted (AVE) is above 0.50.

Table 2. Construct Reliability and Validity

	Composite Reliability	Average Variance Extracted (AVE)
Clarity-Work	,822	,698
Job Satisfaction	1,000	1,000
Organizational-Commitment	1,000	1,000
Work Stress	,815	,688

Source: Data Processing Results, 2024

Based on Table 2, it shows that all research variables have a composite reliability value above 0.70 and Average Variance Extracted above 0.50. Therefore, the indicators used in this research variable are said to be reliable. Meanwhile, to

test the validity using the average variance extracted (AVE) value with a limit value above 0.50. Table 2 shows that all variables have an AVE value above 0.50. This can be interpreted that all indicators and variables are declared valid.

Structural Model Testing

Structural model testing is carried out to see the relationship between constructs, the significance value and R square of the research model. The R-square value can be used to assess the effect of certain independent variables on the dependent variable. The estimated value of R-square can be seen in Table 8 below.

Table 3. R-square value

	R Square	R Square Adjusted
Job Satisfaction	0,438	0,131
Organizational-Commitment	0,645	0,334
Work Stress	0,565	0,561

Source: Data Processing Results, 2024

Based on Table 3, it is known that the R-Square Value for the Job Satisfaction Variable is 0.438 which can be interpreted that the magnitude of the influence of the Job Satisfaction Variable is 43.8% while the rest is explained by other variables outside this study. The R-Square value for the Organizational Commitment Variable is 0.645, which can be interpreted that the magnitude of the influence of the Organizational Commitment Variable is 64.5%, while the rest is explained by other variables outside this study. The R-Square value for the Work Stress Variable is 0.565 which can be interpreted that the magnitude of the influence of the Work Stress Variable is 56.5% while the rest is explained by other variables outside this study.

Analysis of Direct and Indirect Effects

Direct Effect Analysis

Whether or not a hypothesis is accepted, it is necessary to test the hypothesis using the Bootstrapping function in Smart PLS 3.0. The hypothesis is accepted when the significance level is smaller than 0.05 or the t-value exceeds the critical value. The t statistics value for the 5% significance level is 1.96.

Table 4. Path Coefficient Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job-Clarity -> Job Satisfaction	0,361	0,359	0,062	5,810	0,000
Job-Clarity> Organizational-Commitment	-0,005	-0,003	0,060	0,088	0,930
Job-Clarity -> Job Stress	0,752	0,754	0,037	20,325	0,000

Organizational Commitment->Job Satisfaction	0,091	0,090	0,068	1,335	0,183
Organizational Commitment -> Job Stress	0,002	0,003	0,049	0,043	0,966

Source: Data Processing Results, 2024

From the path coefficient above, it can be seen the original sample value, p value or t statistics which are used as a reference for making decisions on whether the hypothesis is accepted or the hypothesis is rejected. The hypothesis can be accepted if the t statistics value > t table or p value < 0.05.

Based on the test results in Table 4 above, it shows that :

The first hypothesis is that Role Clarity has a significant direct effect and on Job Satisfaction with a t value > 1.96, namely 5.810 and a p value < 0.05, namely 0.000. The original sample value is **0.361** which indicates that the Role Clarity variable directly on Job Satisfaction is Positive. Thus the second hypothesis is accepted

The **second hypothesis** is that the Role Clarity variable has no direct and significant effect on Organizational Commitment with a t value < 1.96, namely **0.088** and a p value > 0.05, namely 0.930. The original sample value is **-0.005** which indicates that the Role Clarity variable has no direct effect on Organizational Commitment. Thus the second hypothesis is rejected.

The third hypothesis is that the Role Clarity Variable has a significant direct effect on Job Stress with a t value > 1.96, namely **20.325** and a p value < 0.05, namely **0.000**. The original sample value is **0.752** which indicates that the direction of the Role Clarity Variable has a significant effect on Job Stress is positive. Thus the third hypothesis is accepted.

The **fourth hypothesis** is that the Organizational Commitment variable has no direct effect and produces a significant variable on Job Satisfaction with a t value < 1.96, namely **1.335** and a p value > 0.05, namely 0.183. The original sample value is positive at **0.091**, which indicates that the direction of the Organizational Commitment variable has no direct effect on Job Satisfaction. Thus the fourth hypothesis is rejected.

The **fifth hypothesis** is that the Organizational Commitment variable produces an insignificant variable on Job Stress and has no direct effect with a t value < 1.96, namely 0.043 and a p value > 0.05, namely **0.966**. The original sample value is **0.308** which indicates that the direction of Organizational Commitment directly has no effect on Job Stress. Thus the fifth hypothesis is rejected

Indirect Effect Analysis (Mediation)

To see whether the influence of exogenous variables on endogenous variables through mediating variables in this study can be seen in Table 11 below.

Table 5. Results of Specific Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job-Clarity -> Organizational- Commitment- >Job-Satisfaction	0,000	0,000	0,007	0,069	0,945
Job-Clarity- >Organizational- Commitment -> Job Stress	0,000	-0,001	0,003	0,004	0,997

Source: Data Processing Results, 2024

Based on the test results in Table 5 above, it shows that :

The sixth hypothesis, namely indirect mediation between the Role Clarity Variable on Job Satisfaction through Organizational Commitment, has no effect and is significant with a t value < 1.96 , namely 0.069 and a p value > 0.05 , namely **0.945**. The original sample value is 0.000 which indicates that the mediation of the Organizational Commitment variable on the Role Clarity variable has an indirect and significant effect on Job Satisfaction Thus the sixth hypothesis is rejected.

The seventh hypothesis, namely indirect mediation between Role Clarity on job stress through Organizational Commitment, is influential and significant with a t value < 1.96 , namely 0.004 and a p value > 0.05 , namely **0.997**. The original sample value is 0.000 which indicates that the Role Clarity variable indirectly affects job stress through Organizational Commitment. Thus the seventh hypothesis is rejected.

5. Discussion

The Effect of Role Clarity on Job Satisfaction of Public Public Managers in Medan City Government

Role clarity has been shown to be an important factor in improving job satisfaction of managers in local government organizations in Medan City. In the context of this study, role clarity refers to the extent to which individuals understand the responsibilities, goals, and expectations placed on them in the work environment. High role clarity can reduce the uncertainty felt by workers, thereby increasing confidence in carrying out work tasks (Shulga, 2021). When tasks and responsibilities are described in detail, managers are better able to manage available time and resources effectively (Hassan, 2013). This suggests that role clarity plays a crucial role in creating a work environment conducive to achieving organizational goals. Furthermore, research shows that role clarity contributes significantly to increasing employee productivity through reducing role conflict and confusion in task execution. Role clarity not only increases job satisfaction but also strengthens employee attachment to the organization. Role clarity is also associated with increased intrinsic

motivation that encourages managers to try harder to achieve the targets that have been set. This factor is an important key in improving work effectiveness, especially in public sector organizations that are often faced with limited resources and bureaucracy. Therefore, strategically managing role clarity can be one of the important steps in improving the performance of local government organizations. In addition, the effect of role clarity on job satisfaction can be explained through motivation theory, which underlines the importance of a clear understanding of work expectations in motivating individuals. When managers have a clear understanding of what is expected of them, their sense of accomplishment and success in performing tasks increases, which in turn has a positive impact on their level of job satisfaction. Role clarity has a more significant impact on job satisfaction in organizations with complex hierarchical structures such as in government. This is due to the need for effective coordination and communication in a more structured work environment. This positive impact also plays a role in reducing the level of stress and pressure that managers often experience in carrying out their responsibilities. From a social-cognitive theory perspective, role clarity helps individuals to conform to organizational norms and expectations, so they feel more integrated in their work environment.). Role clarity can reduce employee turnover, especially in the public sector, by providing a sense of career stability and certainty. This effect can also be seen in increased organizational commitment, which in turn increases managers' loyalty to the organization. Thus, efforts to improve role clarity need to be prioritized in human resource management in the public sector. Recent studies have shown that role clarity not only impacts the psychological aspects of individuals, but also on overall performance outcomes. By improving role clarity, organizations can ensure that managers have clear guidance in decision-making, which is essential for the successful implementation of public policies. In the context of local government, where decisions often have to be made quickly and under conditions of uncertainty, having clear roles allows managers to act more proactively and responsively. In addition, role clarity is also associated with managers' increased sense of responsibility for their team's performance outcomes. All this suggests that role clarity should be one of the main focuses in human resource development strategies in the government sector.

The Effect of Role Clarity on Job Stress of Public Managers in Medan City Government

The results showed that role clarity has a significant influence on the level of job stress of managers in local government organizations in Medan City. Role vagueness can increase tension and anxiety in the workplace, because individuals feel they have no control over the tasks that must be completed. When work responsibilities and expectations are unclear, managers tend to experience increased pressure which negatively impacts their performance. Role clarity was shown to reduce stress levels by providing clear guidance on what is expected of employees. This emphasizes the importance of organizations to clarify roles and responsibilities in order to minimize the risk of excessive job stress in bureaucratic environments such as government. In addition, role clarity is also associated with increased employee psychological well-

being, which plays a role in reducing job stress. Individuals who have a clear understanding of their work tasks and expectations are better able to manage work pressure and maintain a balance between personal and professional life. Excessive work stress often stems from role uncertainty, which can impair employee productivity and mental health. In the context of government organizations, role uncertainty can exacerbate the situation as it is often accompanied by dynamic regulatory and policy changes. Therefore, the implementation of policies that support role clarity is a strategic step to improve the well-being of managers in the public sector. Role clarity factors also play an important role in strengthening managers' self-control over the work pressures they face. The good role clarity allows individuals to respond to work pressure in a more constructive way, reducing the risk of burnout and mental exhaustion. When roles and responsibilities are clearly defined, managers can develop more effective strategies in managing their time and resources. This helps them to reduce feelings of overwhelm that often arise from unstructured workloads. This positive impact of role clarity not only increases work productivity, but also strengthens managers' mental resilience in the face of daily work challenges. Furthermore, role clarity can also increase job satisfaction, which indirectly plays a role in lowering stress levels. When employees are satisfied with their roles, they tend to have lower stress levels as they are more confident in carrying out their responsibilities. Role clarity strengthens intrinsic motivation and a sense of achievement at work. In a dynamic work environment such as government, having clarity on what is expected can help managers to focus more on organizational goals and targets. Therefore, it is important for organizations to continuously evaluate and update roles and responsibilities to align with changes occurring in the external environment. These findings reinforce the idea that role clarity is not only a tool to reduce stress, but also a mechanism to improve operational efficiency in government organizations. The organizations that successfully implement role clarity policies are able to create a more harmonious and less conflictual work environment. In the long run, this can have a positive impact on overall organizational performance and improve workforce retention in the public sector. The increased role clarity has a direct impact on more effective decision-making among managers. All these factors contribute to the development of stronger and more resilient human resources within government organizations.

The Effect of Role Clarity on Organizational Commitment of Public Managers in Medan City Government

The results of the analysis show that role clarity does not have a significant influence on the organizational commitment of managers in local government organizations in Medan City. Role vagueness often causes managers to feel disconnected from organizational goals, which hinders the development of organizational commitment. In contrast, in the context of this study, results suggest that existing role clarity has not been strong enough to form managers' emotional bonds or commitment to the organization. The other factors such as organizational culture and work climate play more of a role in increasing commitment than role clarity. This suggests that while role clarity is important for smooth operations, its effect on organizational

commitment may be overshadowed by other organizational factors. Other studies have also shown that role clarity has different impacts on organizational commitment depending on the cultural context and organizational structure. The organizational commitment is more influenced by career development opportunities and recognition of achievement than by role clarity alone. This suggests that in the public sector work environment, especially in Indonesia, intrinsic motivation and emotional involvement factors may be more dominant in shaping commitment than external factors such as role clarity. The influence of a work culture that tends to be bureaucratic in government organizations may affect managers' perceptions of the importance of role clarity in relation to their commitment to the organization. Therefore, other aspects such as organizational support and self-development opportunities may have a greater impact on increasing organizational commitment. From the perspective of organizational commitment theory, role clarity should help managers to be more attached to the organization as they clearly understand their work goals and expectations. However, the findings in this study contradict the theory, implying that role clarity is not always a determining factor in increasing commitment to the organization. The public sector, factors such as job stability, rewards, and a strong sense of belonging to the organization have more influence on commitment than just role clarity. In addition, aspects of effective internal communication also play an important role in building a strong sense of commitment. Therefore, role clarity needs to be seen as part of a broader system of human resource management. Furthermore, the results of this study indicate that the relationship between role clarity and organizational commitment is not linear and can be influenced by various other mediator factors such as organizational climate and job satisfaction. The role clarity is only effective in increasing commitment if it is balanced with recognition and appreciation from superiors. In hierarchical and bureaucratic organizational environments such as local governments, emotional engagement often depends on how much support and recognition the organization provides. These findings emphasize the importance of a holistic approach in human resource management to effectively increase organizational commitment. Managers who feel valued and recognized for their contributions tend to show higher commitment to the organization. In addition to these factors, the results also suggest that role clarity should be combined with continuous career development efforts to maximize managers' organizational commitment. The career advancement opportunities significantly influenced employees' commitment to the organization, more so than role clarity itself. In local government environments, where bureaucracy often inhibits innovation and individual development, providing clear career development paths is key in building long-term commitment. The career development support from the organization increases managers' loyalty and emotional attachment to the organization. Therefore, a more comprehensive approach to human resource management is needed to increase organizational commitment in the public sector.

The Effect of Organizational Commitment on Job Satisfaction of Public Managers in Medan City Government

This study shows that organizational commitment has no significant effect on job satisfaction of managers in local government organizations in Medan City. The organizational commitment is often influenced by other factors such as managerial support and opportunities for growth, which are more influential in determining the level of job satisfaction. When organizational commitment is not accompanied by career growth opportunities and recognition of contributions, the positive effect on job satisfaction is limited. The public sector, job satisfaction is more influenced by flexible organizational structure and effective communication than simply organizational commitment. Therefore, other internal factors such as work climate and intrinsic motivation may be more dominant in increasing job satisfaction of managers in the government sector. In highly structured work environments, organizational commitment often plays less of a role in improving job satisfaction if there is no clarity in organizational goals. In these cases, managers are more likely to feel stressed if their commitment to the organization is not matched by appropriate recognition or incentives. A mismatch between personal expectations and organizational culture can also lower levels of job satisfaction, even if organizational commitment remains high. The importance of a holistic approach in improving job satisfaction, which involves more than just increasing commitment but also improvements in internal communication and employee development policies. In public sector organizations, bureaucratic challenges often hinder the effectiveness of organizational commitment in influencing job satisfaction. Furthermore, research shows that organizational commitment is often insufficient to overcome the challenges faced by managers in fulfilling their duties. The intrinsic motivation driven by personal goals and work values has a greater impact on job satisfaction than organizational commitment. In the context of local government, many managers feel more stimulated by tasks that have a direct impact on society than simply loyalty to the organization. The flexibility in decision-making and job autonomy were more important in increasing job satisfaction than organizational commitment. This suggests that a more personalized approach to human resource management could be key in improving managers' job satisfaction. The managers with high levels of organizational commitment often remain dissatisfied if they do not see progression in their careers. The rewards and recognition of individual contributions are more significant in shaping job satisfaction among public sector managers. When organizational commitment is not matched by adequate recognition, managers may feel that their efforts are not appreciated, which reduces their level of satisfaction. Therefore, strategies to improve job satisfaction should include fair reward policies and a clear career development system. In this context, local government organizations need to focus on appropriately rewarding managers' performance. Although organizational commitment is important for maintaining workforce stability, it does not automatically lead to increased job satisfaction. The increased job satisfaction is more effective if organizations implement policies that support work-life balance and provide personal development opportunities. This is relevant in the public sector where bureaucratic challenges can affect managers' motivation and morale. The ongoing skills development programs play an important role in increasing job satisfaction in a dynamic work environment. Therefore, a more comprehensive approach to human resource management is needed to improve managers' job satisfaction in local government organizations.

The Effect of Organizational Commitment on Job Stress of Public Managers in Medan City Government

The results showed that organizational commitment does not have a significant influence on managers' job stress in local government organizations in Medan City. The level of job stress is more influenced by work environment conditions and task load than commitment to the organization. The organizational commitment can provide emotional stability; it is not strong enough to reduce stress levels if work pressure remains high. This is especially true in the public sector, where regulatory and bureaucratic changes often add to job complexity and increase. The organizational commitment does not always serve as an effective buffer against stress if it is not accompanied by adequate support and resources. The factors such as job autonomy and flexible management policies are more effective in reducing job stress than simply increasing organizational commitment. In the context of local government organizations, managers often face limitations in terms of decision-making, which can exacerbate their stress levels despite their high commitment to the organization. When managers feel that they have no control over their tasks, organizational commitment becomes less relevant in coping with work pressure. To effectively reduce job stress, organizations need to adopt a more holistic approach that includes improving work wellbeing policies and providing better support. Therefore, other factors such as social support and more flexible work structures play an important role in mitigating stress. Furthermore, The job stress often stems from uncertainty and lack of effective communication within the organization, which cannot always be addressed by organizational commitment. The pressure to meet unrealistic targets and high expectations at work can increase stress levels, regardless of how committed a manager is to his or her organization. The situations where the work environment is not conducive, organizational commitment can actually increase the psychological burden for individuals. When managers feel trapped in unsupportive working conditions, they tend to experience higher levels of stress, despite having high loyalty to the organization. Therefore, an emphasis on aspects of communication and employee engagement becomes very important in managing work stress. The organizational commitment is often insufficient to protect individuals from the negative impact of job stress if there is no balance between job demands and individual capacity. This study, efforts to reduce job stress need to focus on increasing autonomy and developing managers' skills, which can help them deal with job challenges more effectively. The strategies to manage job stress should include a more personalized and employee needs-oriented approach. In the demanding public sector environment, policies that encourage autonomy and flexibility are more effective than approaches that rely solely on organizational commitment. This research also highlights the importance of developing a supportive work environment to reduce stress levels among managers. In organizations with rigid hierarchical structures, organizational commitment is often not strong enough to mitigate stress caused by high work pressure. Although commitment to the organization can create a sense of satisfaction at work, it is not enough to reduce stress if job expectations exceed individual capacity. In this context, the provision of ongoing support and enhancement of work well-being play an important role in reducing stress. Therefore, it is important

for local government organizations to continue developing policies that focus not only on increasing commitment, but also on comprehensive stress management strategies. Thus, a more conducive work environment and adequate support can help lower stress levels among managers.

The Effect of Organizational Commitment as an Intervening Variable in the Relationship between Role Clarity and Job Satisfaction of Public Managers in Medan City Government

The results of this study indicate that organizational commitment does not act as a significant mediator in the relationship between role clarity and job satisfaction of managers in local government organizations in Medan City. The mediation of organizational commitment tends to be ineffective in work environments that have rigid hierarchical structures such as the public sector. In this context, role clarity more directly affects job satisfaction without the need to involve organizational commitment as a mediating variable. Factors such as intrinsic motivation and job expectations are often the main drivers that influence the level of job satisfaction. Therefore, although organizational commitment is important, it is not always a determinant in relation to managers' job satisfaction when clear roles are in place. Furthermore, in task-oriented organizations, role clarity has a stronger impact on job satisfaction than mediating variables such as organizational commitment. Managers who clearly understand their duties and responsibilities are more likely to feel satisfied with their jobs because they can meet expectations without experiencing confusion. Conversely, if organizational commitment is not supported by a clear understanding of roles, then its impact on job satisfaction is minimal. In the public sector, organizational commitment is more effective in reducing stress levels than in increasing job satisfaction. Therefore, the main focus should be on improving role clarity rather than relying solely on organizational commitment. The mediation of organizational commitment often has no significant impact in situations where job satisfaction is more influenced by operational factors such as reasonable workload and effective communication. When role clarity is high, individuals tend to feel more satisfied with their jobs regardless of their level of commitment to the organization. This study also shows that intrinsic motivation and job satisfaction resulting from task accomplishment are stronger than loyalty based on organizational commitment alone. These factors become even more important in bureaucratic contexts where work demands and pressures are often beyond an individual's control. Therefore, role clarity directly affects job satisfaction more than the indirect effect through organizational commitment. Furthermore, research shows that the mediation of organizational commitment in the relationship between role clarity and job satisfaction is strongly influenced by the work environment and organizational culture. In organizations with cultures that support openness and communication, role clarity is more likely to increase job satisfaction directly without requiring organizational commitment as a mediator. Conversely, in less supportive environments, organizational commitment can be an important factor in maintaining job satisfaction despite suboptimal role clarity. However, in the case of local government organizations, focusing on improving role clarity appears to be more effective in increasing managers' job

satisfaction. This approach emphasizes the importance of clear roles and responsibilities in improving employee productivity and engagement. The managers with high levels of role clarity tend to have greater job satisfaction independent of their level of organizational commitment. This suggests that in government organizations, where bureaucratic demands are often high, role clarity plays a more important role than loyalty to the organization. The strategies to improve job satisfaction in the public sector should focus more on establishing clear tasks and roles. In this context, organizational commitment is not always relevant as a mediator if employees already understand their expectations and responsibilities well. Therefore, policy development that emphasizes role clarity will be more effective in improving job satisfaction of managers in local government organizations.

The Effect of Organizational Commitment as an Intervening Variable in the Relationship between Role Clarity and Job Stress of Public Managers in Medan City Government

The results of this study indicate that organizational commitment does not serve as a significant mediator in the relationship between role clarity and job stress of managers in local government organizations in Medan City. In a highly bureaucratic work environment, role clarity more directly affects the level of job stress without a significant role of organizational commitment as a mediator. This suggests that even though individuals are committed to the organization, job stress can still occur if roles and responsibilities are not clearly defined. In the public sector, organizational commitment plays more of a role in increasing employee motivation than in reducing job stress. Other factors such as organizational support and job autonomy were found to be more effective in reducing stress than simply increasing organizational commitment. In situations where job stress is high, role clarity is a key element in directly reducing stress levels. Organizational commitment is not always able to reduce psychological distress if job expectations and responsibilities are not managed properly. In this context, effective communication and clear task arrangements become more important than loyalty to the organization. The certainty in work roles provides greater control over the work environment, thereby reducing the negative impact of stress. Therefore, local government organizations need to focus more on managing employee roles and responsibilities rather than relying solely on organizational commitment. Individuals who have high role clarity tend to be better able to cope with work pressure despite their low level of organizational commitment. This suggests that role clarity acts as a more effective stress reducer in dynamic work environments. Factors such as social support and team involvement became more significant in reducing stress compared to organizational commitment variables. The role clarity allows managers to be more focused and efficient in managing time and resources, thus directly lowering their work stress levels. This confirms the importance of clear and realistic goal setting in order to create a healthier work environment in the public sector. The mediation of organizational commitment is often not strong enough to overcome the effect of role clarity on job stress in complex organizations. In such cases, a better strategy is to clarify work roles and provide adequate training for employees to reduce job stress. The employees who have a good

understanding of their roles are better able to adjust to job demands without experiencing increased stress. The role clarity increased confidence and satisfaction in carrying out daily tasks. Therefore, the main focus in reducing job stress should be on effective role management within local government organizations. Increased organizational commitment is not always directly proportional to decreased job stress if role clarity is not assured. This indicates that role clarity remains a more dominant key factor in mitigating stress than commitment to the organization. In a complex bureaucratic environment, it is important for managers to have clear guidelines regarding their duties and responsibilities in order to reduce possible work stress. In addition, effective stress management strategies should involve realistic goal setting and support from superiors to improve work efficiency. Thus, the main focus of organizations should be on creating optimal role clarity to lower stress levels among managers.

6. Conclusions

Role clarity is proven to have a significant and positive effect on job satisfaction. The clearer the role given to managers, the higher the level of job satisfaction felt. Role clarity also has a significant effect on increasing job stress. This suggests that although role clarity can increase job satisfaction, it can also be a source of stress if it is not balanced with good workload management. Organizational commitment has no significant effect on either job satisfaction or job stress. These results suggest that organizational commitment is not a key determinant in reducing stress or increasing job satisfaction in government organizations. Organizational commitment also does not serve as a mediator in the relationship between role clarity and job satisfaction or job stress. In other words, the effect of role clarity on both variables is more direct and independent of the level of commitment to the organization. Overall, this study provides new insights regarding the importance of role clarity in the management of government organizations, especially in improving job satisfaction and managing stress. However, further steps are needed to optimize the work environment so that role clarity does not become a source of excessive pressure for managers.

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