



THE INFLUENCE OF ROLE AMBIGUITY AND FATIGUE ON JOB SATISFACTION (A STUDY ON INDIVIDUAL COMPANY AL-IKHBAL)

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Abstract. This study aims to examine the influence of role ambiguity and fatigue on job satisfaction at individual company Al-Ikhhbal Tasikmalaya. The research employed quantitative approach with a descriptive method. Utilizing a saturated sampling technique that include 77 respondents. Data analysis was performed using SPSS 29 software. The result of data processing on the role ambiguity variable showed a significance level of $0.042 < 0.05$ and the B value showed a positive number of 0.273, which means that role ambiguity has a positive and significant effect on job satisfaction. As a result, this can encourage employee growth by expanding their skills and adaptability in various fields. Meanwhile, the result of data processing on fatigue variable showed a significance level of $0.938 > 0.05$, which means that fatigue does not affect job satisfaction. As a result, company must manage workloads efficiently to prevent the negative impact of fatigue on performance. These findings can be useful for company management in that they need to increase role clarity through improving communication and job descriptions, and even though fatigue does not affect job satisfaction, employee conditions still need to be monitored to prevent a decline in performance.

Keywords: role ambiguity; fatigue; job satisfaction.

1. Introduction

Globalization has become increasingly significant in shaping the world of business., culture, the environment, and technology. In the business world, globalization has changed the way companies conduct their business (Hansen et al., 2025). Globalization provides opportunities for access to larger markets, but on the other hand, companies also face the challenges of increasing global competition (Thyagaraju, 2025). In this regard, companies are required to adapt quickly to market changes and manage human resources effectively. Human resources are crucial component in a company's success. Therefore, companies must prioritize the well-being of their human resources to face the challenges and opportunities of globalization.

In this global context, intens market competition triggers high work demands and has negative impacts on employees, such as work stress, fatigue, and burnout, which directly impact job satisfaction. Robbins & Judge, (2023: 188) state that job satisfaction is a positive feeling resulting from a job evaluation. It relates to a person's attitudes and feelings about their work, salary, environment, and other factors. Employees' feelings of satisfaction with their jobs increase their motivation, while feelings of dissatisfaction can lead to work avoidance behaviors, such as procrastination, avoidingg responsibilities, and even reduced employee attendance.

From the preceding discussion, it may be inferred that employee contentment is a vital factor in a company. However, achieving optimal job satisfaction requires collaboration between the company and employees. It's not uncommon for many companies to be not fully effective in reaching high levels of employee workplace fulfillment. This is also the case at Al-Ikhhbal, a individual company in the manufacturing

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sector, specifically in Muslim fashion. The company still relies heavily on human labor in its production processes, so it needs to prioritize employee job satisfaction to ensure positive contributions to the company's success. However, the reality is the opposite many employees fail to achieve the desired level of job satisfaction.

Based on employee absence data from the last three years, the employee absence rate in 2022 was 11.63% increased to 24.59% in 2023, and decreased to 13.11% in 2024. Based on the data, there was a significant spike in employee absenteeism in 2023. This indicates that many employees feel dissatisfaction caused by several factors, such as fatigue, unclear task allocation, and a poor work environment.

Role ambiguity occurs when employees cannot clearly understand task descriptions and are unaware of their roles (Wahyudi & Muliati, 2025). Role ambiguity occurs when an individual's role in job is very unclear and uncertain. This ambiguity begins when employees do not clearly understand their superiors' expectations regarding their role (Azzahra et al., 2021). Ambiguity is not always caused by an unclear division of tasks, but can also arise from the individual themselves, especially due to differences in mindset and background of each person (Deng et al., 2022). Based on initial interviews with three employees, it was discovered that employees who experience problems related to role ambiguity, where employees often feel confused due to the lack of clear division of tasks.

Furthermore, employees also experienced physical fatigue during work. Fatigue is the process of diminishing one's work performance and diminishing physical strength to continue activities (Bintang et al., 2025). Fatigue at work is caused by several factors, one of which is fatigue from sitting in the wrong or uncomfortable position for a long period of time, an imbalance between work and time and rest time and psychological factors (Ulfa & Tualeka, 2023). This can make a person less alert and affect decision making. This feeling of fatigue is also characterized by drowsiness, lack of enthusiasm, and tiredness (Amoei & Zeverdegani, 2023). In a company, employees experience fatigue due to prolonged periods of time in the same work position, resulting in frequent complaints of discomfort. This can decrease employee job satisfaction within the company.

In this study role ambiguity and fatigue are factors that can influence employee satisfaction. This relates to the previous theory, the JD-R theory, proposed by Bakker & Demerouti, (2024) the JD-R theory discussed work system design, explaining how various aspects of the physical and social work environment, consisting of job demands and resources, can impact employee well-being. In addition this theory also explains how employees can be proactive or reactive in influencing the demands and resources in their work, which ultimately impact the well-being of the employees themselves.

Several previous studies on the influence of role ambiguity and fatigue on job satisfaction have been limited to the government and healthcare sectors, such as those by Sofyan et al., (2024), Tri Amelia Risa & Wilchan Robain., (2024), Padmavathi, (2023) and Nurul Happy Yanti, (2022). This situation indicates the need for research in different contexts, including local companies. Therefore, this study examines the factors influencing job satisfaction in local companies. This research is relevant in the era of globalization because increasing work demands can trigger role ambiguity and prolonged fatigue. This study aims to demonstrate the influence of role ambiguity and fatigue on job satisfaction and provide practical recommendations for companies to improve employee well-being and strengthen competitiveness.

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2. Research Method

This research applies a quantitative method to analyze the relationship between independent and dependent variables. The independent variables in this research are role ambiguity (X) and fatigue (X), while the dependent variable is workplace fulfillment (Y). This study was carried out at the Al-Ikhhbal Individual Company using a survei method and saturated sampling technique for data collection. This technique is used by all employees in the company because the number of employees is relatively small, namely 77 people.

The information utilized in this research consisted of both primary and secondary data. Primary data was obtained directly from questionnaires distributed to all 77 employees of the Al-Ikhhbal Individual Company. The questionnaires was constructed using a five poin likert scale for each statement. Secondary data is data already available and processed by another party. In this case, the secondary data consisted of attendance reports and production target at Al-Ikhhbal Individual Company.

The data were subsequently examined through multiple linear regression analysis with the help of SPSS software. The first step was test to instrument, including validity and reability, to ensure data accuracy. The reliability score in this study, the Cronbach's alpha value, must be greater than 0.6. Next, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were carried out to ensure that the data fulfilled the criteria for a reliable regression model.

After the classical assumption tests were met, the analysis continued using multiple linear regression to test hypotheses. The t-test was applied to assess the significance of the individual influence of each independent variable on the dependent variable. The f test was used to test overall model fit, and the coefficient of determination was computed to assess the proportion of variation in job satisfaction that can be explained by role ambiguity and fatigue.

3. Results And Discussion

Instrument Test

Table 1. Result of Validity Test and Reliability Test

Variable	Item Total	r ^{Tabel}	Validity Information	Cronbach's Alpha	Reliability Information
Role Ambiguity	4	0,367	Valid	0,782	Reliable
Fatigue	6	0,367	Valid	0,756	Reliable
Job Satisfaction	5	0,367	Valid	0,710	Reliable

Source: data processing results, 2025

In this research, the df value was 27 with an alpha of 0.05, and the table r value was 0.367. Based on data processing result, it was found each variable's statement item had a calculated r value above 0.367. this value can be cocluded that the statement item met the validity test requirement, namely, the computed r value exceeds the r value listed in the table.

Reliability testing is conducted to assess how consistent an indicator or questionnaire remains when it is used repeatedly as a measurement tool for a variable. Based on the results of the reliability test for the variables role ambiguity (X1), fatigue

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(X₂), and job satisfaction (Y), all variables showed Cronbach's Alpha values above 0.6, which indicates that the variables are reliable and can be used for further analysis.

Test of Normality

This test is intended to identify whether the residuals in the examined regression model follow a normal distribution. The approach applied to assess normality is the Kolomogorov-Smirnov test > 0.05. If the result is > 0.05, the assumption of normality is met. The Kolomogorov-Smirnov test yielded a value of 0.200, which exceeds 0.05, indicating that the presumption of normality is met.

Test of Multicollinearity

The multicollinearity test was used to determine whether there is a correlation between the independent variables in the regression model. Based on the data processing result,, a VIF value of 1.266 was obtained for the role ambiguity variable and a VIF value of 1.271 for the fatigue variable. The result indicate that the tolerance value for each variable is greater than 0.10, and the VIF value is less than 10. In other words, the results indicate that there is no multicollinearity.

Test of Heteroscedasticity

The heteroscedasticity test serves to detect patterns in residual values. The test result in this study indicate no heteroscedasticity because the data are spread across the x- and y-axes and do not form a specific pattern.

Model of Multiple Linear Regression

In this research, multiple linear regression analysis was carried out to identify the influence of the independent variables., role ambiguity (X₁) and fatigue (X₂), on the dependent variable, job satisfaction (Y). The results of the multiple linear regression analysis produced a constant value of 17.888. Hence, the regression equation in this research is presented as follow:

$$Y = 17,888 + 0,273X_1 + 0,008X_2 + e$$

The following is an explanation of the above formula:

1. The constant value of 17.888 indicates that when variables X₁ and X₂ are equal to zero, the level of job satisfaction (Y) is 17.888
2. The regression coefficient (b₁) of variable X₁ is 0.273, indicating that every 1-unit increase in variable X₁ will increase job satisfaction (Y) by 0.273, assuming variable X₂ is held constant.
3. The regression coefficient (b₂) of variable X₂ is 0.008, , showing that each 1-unit rise in variable X₂ will increase job satisfaction (Y) by 0.008, assuming variable X₂ is held constant.

Determination Coefficient (R²)

In this research, the coefficient of determination is applied to assess how well the model explains the dependent variable. The result indicate that the dependent variable, job satisfaction (Y), can explained by the independnt variables, role ambiguity (X₁) and

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fatigue (X₂), by 32.2% , whereas the remaining 77.8% is influenced by other independent variables that were not analyzed in this research.

Table 2. Result of T test and F test

Variable	B	T Count	T Table	Sig. T	T Test Information	Sig. F	Description of Model Suitability (F)
Role Ambiguity	0,273	2,073	1,666	0,042	Positive Influence	0,042	Regression Model is Suitable (fit)
Fatigue	0,008	0,078	1,666	0,938	No Influence		

Source: data processing results, 2025

F Test

The f test is used to test whether the model used is suitable and or appropriate for use in this study. The criteria in this test use a significance level of 0.05. If the f value (Sig) is less than 0.05, the model test is feasible. If the f value (Sig) is greater than 0.05, the model test is not suitable for use in research. Based on the results of data processing, the results shows a value of 0.047, or less than 0.05. this value indicates that this model test is suitable for use in research.

T-Test

The t-test is applied to assess the degree to which an independent variable partially explains the variation in the dependent variable partially explains the variation in the dependent variable. The significance level used is $\alpha = 5\%$. Based on the analysis results, the role ambiguity variable (X₁) shows a significance level of $0.042 < 0.05$, with a calculated t-value of $2.073 > 1.666$. Furthermore, the B value for the role ambiguity variable (X₁) is positive at 0.273. This means that role ambiguity (X₁) has a positive and significant effect on job satisfaction. Meanwhile, the data analysis results for the fatigue variable (X₂) show a significance level of $0.938 > 0.05$, with a computed t-value of $0.078 < 1.666$. This indicates that fatigue does not influence job satisfaction.

The Effect of Role Ambiguity on Job Satisfaction at Al-Ikhhbal's Individual Company

The t-test yielded with a significance level of 0.042, which is below 0.05, and a calculated t-amount of 2.073, which is greater than 1.666. Furthermore, the B value for the role ambiguity variable (X₁) is positive, at 0.273. Based on this value, the results indicate that role ambiguity positively and significantly influences job satisfaction. Even though employees feel role ambiguity, they tend to immediately confirm unclear job duties with their superiors. This helps reduce employee confusion. This indicates that employees at the Al-Ikhhbal's Individual Company have the ability to adapt well.

These findings align with research conducted by Andari, (2023) entitled "The Importance of Role Ambiguity and Role Conflict in Completing Employee Job Satisfaction," which indicates that role ambiguity has a positive and significant impact on job satisfaction. The findings of this study indicate that even though employees experience role ambiguity, they recognize that their work is indeed highly complex. Furthermore, they remain satisfied with their jobs because they are supported by adequate facilities and infrastructure.

The Influence of Fatigue on Job Satisfaction at the Al-Ikhbal's Individual Company

A t-test yielded with a significance level of 0.938, more than 0.05, and a calculated t-amount of 0.0078, less than 1.666. These values indicate that fatigue does not affect job satisfaction. Employees at the Al-Ikhbal's Individual Company are predominantly those with 1-5 years of service, who have begun to adapt to the demands of the job. They also feel capable of managing fatigue because they recognize that fatigue is a risk of their work.

These findings align according to research carried out by Sofyan et al., (2024) with the title "The Effect of Job Stress and Fatigue on Employee Performance with Job Satisfaction as Mediator: A Study at the Class IIA Padang Correctional Institution" stated that fatigue does not have a significant effect on job satisfaction. The results of their study explain that the fatigue felt by employees does not significantly affect their job satisfaction because they feel challenged in doing their work so that their work motivation is maintained.

The findings of this study differ from those of Aini et al., (2024), who found that fatigue significantly impacted nurse job satisfaction, and Nasrin, (2025), who found that role ambiguity negatively impacted employee job satisfaction across various organizations. This difference likely arose because the working conditions in the previous study were in a high-pressure environment, while this study was conducted in a local company with a simpler work structure. Therefore, these findings cannot be generalized to other companies with different characteristics and work pressures.

4. Conclusion and Recommendations

Based on the analysis and discussion, the findings of this study reveal that role ambiguity positively and significantly affects job satisfaction. This is demonstrated by the calculated t value $>$ table value, namely $2.073 > 1.666$, with a significance level of 0.042. This positive effect on role ambiguity contradicts the theory that states its effect is negative. In this case, employees have good adaptability, take the initiative to confirm unclear tasks, and view role ambiguity as an opportunity for skill development, which ultimately, increases their perceived job satisfaction. Furthermore, this study revealed that fatigue has no effect on job satisfaction. This is demonstrated by the calculated t value $>$ table value, namely $0.078 < 1.666$, with a significance level of 0.938. The result suggests that fatigue does not affect job satisfaction because the dominant employees in the company are those with 1-5 years of service. They have been able to manage and adapt to job demands and perceive fatigue as a normal condition, thus not affecting their perceived level of job satisfaction.

This study has several limitations that need to be considered when interpreting the results. This study was conducted only in one company, so the findings cannot be generalized to other companies with different characteristics and working conditions. The research model only included two independent variables: role ambiguity and fatigue, even though job satisfaction can be influenced by other factors such as the work environment, employee relationships, leadership, and workload. These variables were not analyzed in this study, thus limiting the scope of understanding of the factors that influence job satisfaction.

Based on the conclusions above, the recommendation for company is to utilize role ambiguity as a form of employee development that can increase productivity and employee satisfaction. Role ambiguity can encourage employees to think creatively and

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take initiative, thus encouraging them to develop new skills. Furthermore, even if fatigue does not impact job satisfaction, company should implement ongoing preventative strategies such as balanced workload management and workplace social support. These strategies are crucial to avoid a potential decline in job satisfaction in the future, as work demands become increasingly competitive, especially in a dynamic work environment like the era of globalization. These findings can be useful for company management in that they need to increase role clarity through improving communication and job descriptions, and even though fatigue does not affect job satisfaction, employee conditions still need to be monitored to prevent a decline in performance.

Future researchers are encouraged to examine other variables influencing job satisfaction, such as job security, career expectations, and work environment and company culture, to gain broader insights. Furthermore, comparing these findings across industries is recommended to examine the varying impacts of role ambiguity and fatigue, as globalization can change work demands, making role ambiguity more common among employees across various industrial sectors. This will help assess the influence of the studied variables in a broader and more diverse context.

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