

## Analysis of Role Clarity on Employee Performance through Organizational Commitment and Jobsatisfaction and at the Artificial Insemination Center Singosari Malang Regency

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### ABSTRACT

This study aims to investigate the influence of role clarity on employee performance, considering organizational commitment and job satisfaction as moderating variables within the environment of the Balai Besar Inseminasi Buatan (BBIB) Singosari, Malang Regency. A quantitative approach with a causal associative design and a path analysis model was used to assess the relationships between variables. The primary objective is to identify the direct and indirect effects of independent (exogenous) variables on dependent (endogenous) variables. Data were analyzed using Partial Least Squares (PLS) with SMART PLS software, including tests for both the outer and inner models. Research findings indicate that role clarity not only directly enhances employee performance but also strengthens organizational commitment and job satisfaction, which in turn contribute to overall performance improvement.

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## **INTRODUCTION**

Government agencies are currently required to improve employee performance for better public service development. The success of a government agency is influenced by various factors, including its employees. Employees play a vital role in an agency's performance, and their potential must be optimized to achieve the agency's objectives. The success of a government institution depends not only on modern facilities, equipment, and infrastructure but also on the performance of the employees carrying out the tasks. Improving employee performance is crucial for achieving governmental goals (Kushartiningsih & Riharjo, 2021). Ideally, each employee should have clear roles and responsibilities within their department, but sometimes there is role ambiguity or employees work outside their expertise. This can affect job satisfaction and performance (Arifin & Erdiansyah, 2023). To achieve organizational goals, quality human resources with high performance are essential (Surianto, 2021), as they must have a clear vision, understand globalization trends, and implement strategies to achieve organizational goals (Sinaga, 2020).

To ensure institutional growth, employee performance is key. Performance represents the outcomes of an employee's work, measured by the quality and quantity of tasks completed in line with their responsibilities (Ahmad et al., 2019). Ideally, employee performance plays an important role in institutional growth. However, initial studies show that many employees face issues such as lack of confidence, stress from targets, and misalignment between tasks and job descriptions, which can lower performance (Satrio et al., 2022). In 2023, the KPK conducted an Integrity Assessment Survey at the Ministry of Agriculture, which showed a decline from 72.68 in 2022 to 66.79. This survey, based on internal employee perceptions, external service users, and expert respondents, is part of an effort to enhance performance commitments in line with bureaucratic reforms. Integrity, closely linked to commitment, is a key factor influencing performance, and the decline in integrity indicates weak organizational commitment at the Ministry of Agriculture in 2023.

The Balai Besar Inseminasi Buatan (BBIB) Singosari, a technical implementation unit of the Directorate General of Livestock and Animal Health, is located in Singosari, Malang. BBIB Singosari is responsible for the production, marketing, testing, and quality monitoring of superior livestock semen, as well as the development and enhancement of artificial insemination methods, offering various services to meet community needs.

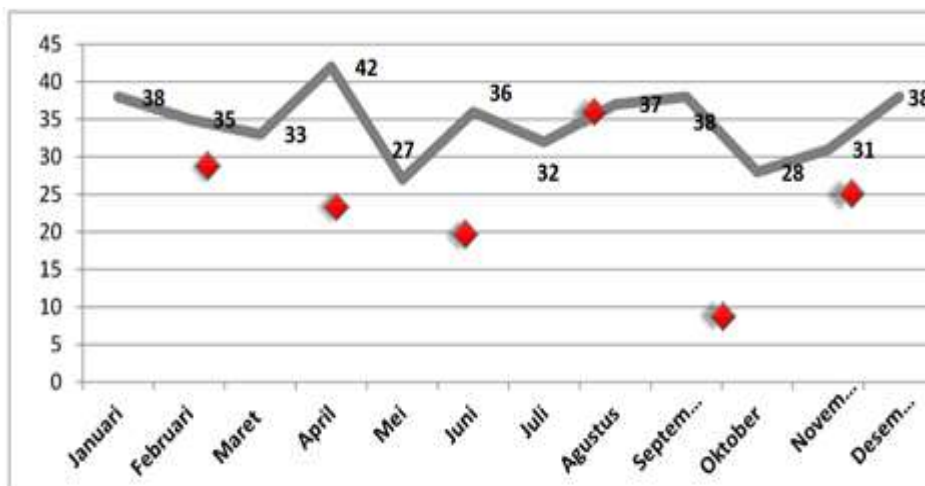
**Table 1. Performance Achievements of BBIB Singosari from 2020 to 2022**

No	Activity Target	Performance Indicator	2021		2022	
			Target	Realization	Target	Realisasi
1	Improved Livestock Feed Supply	Quantity of Animal Feed Forage	-	3.015,976 kg	-	2.724.768 kg
		Quantity of Processed Feed Supply	350 Ton	372,45 Ton	277 Ton	364,4 Ton
2	Improved Seed and Livestock Production	Quantity of Frozen Semen Production	3.100.000 Doses	3.517.508 Doses	3.200.000 Doses	3.335.141 Doses
		Quantity of Sales	3.275.000 Doses	3.922.842 Doses	3.300.000 Doses	3.315.855 Doses
3	Revenue Receipt	Revenue Quantity	27,5 M	33,24 M	29 M	31,47 M

Source: Performance Report of the Singosari Artificial Insemination Center (data processing).

The table above shows that the organizational performance of the Balai Besar Inseminasi Buatan (BBIB) Singosari declined in 2022. This decline in performance reflects the overall performance of employees. A decrease in performance is often related to unclear employee roles, leading to reduced job satisfaction and performance (Lau, 2021).

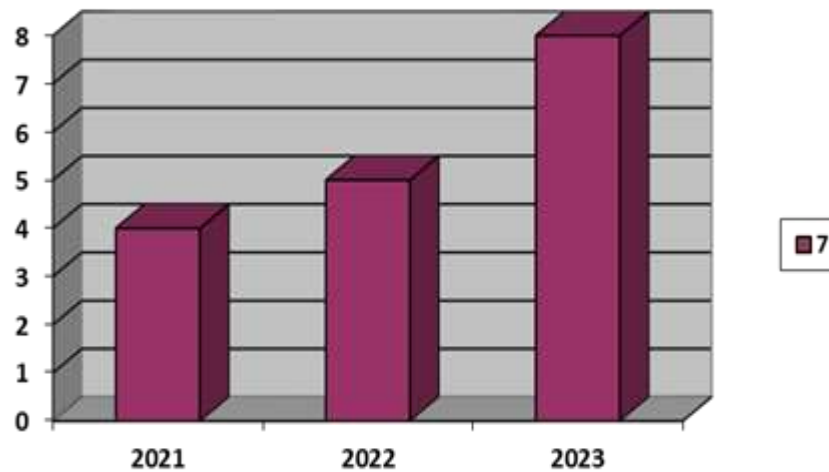
To achieve success, employees must have strong organizational commitment to improve performance. Good employee performance can drive the company to enhance productivity and work quality, ultimately supporting the achievement of company goals. Based on the data below, some employees experienced monthly delays in 2023. The current issue is how to create human resources that can deliver optimal performance, as the decline in employee attendance indicates a drop in performance, which requires special attention.



**Figure 1. Employee Tardiness Data (Civil Servants) at BBIB Singosari in 2023**

Source: Performance Report of the Singosari Artificial Insemination Center (data processing).

Based on Figure 1, the number of employees who decided to resign from 2021 to 2023 has increased. According to the human resources department at BBIB Singosari, there are several reasons why non-civil servant employees choose to resign, including job transfer, family factors, health issues, and incompatibility with the job.



**Figure 2. Employee Turnover Data for Non-Civil Servants at BBIB Singosari**  
Source: Performance Report of the Singosari Artificial Insemination Center (data processing).

Role ambiguity arises when the expectations for a role are unclear, leading to confusion about job responsibilities. This lack of clarity often results in uncertainty about what tasks need to be done, which can hinder an employee's ability to perform effectively. As a consequence, role ambiguity typically leads to decreased job satisfaction and poor performance (Lau, 2021). To address this, role clarity is essential for improving employee performance. Role clarity is defined as the degree to which employees understand what is expected of them in their roles and responsibilities within the organization. According to Parhusip (2019), role clarity positively impacts employee performance. The clearer the job role, the more focused and effective the employee is in completing their tasks. Role clarity consists of both structural and interactional aspects. The structural aspect refers to having clear job responsibilities, while the interactional aspect requires employees to adapt to the organizational environment and, in some cases, make independent decisions in line with their responsibilities.

This study examines the impact of role clarity on organizational commitment and employee performance. According to Teas et al. (1989), role clarity refers to the degree to which employees understand the expectations placed on them by their organization. When employees have a clear understanding of their roles, they are typically more committed to their organization, fostering a sense of responsibility and ownership (Dasrita et al., 2015). Consequently, employees with well-defined roles tend to perform more effectively and efficiently (Lau, 2015). Additionally, higher role clarity enhances employees' awareness of their responsibilities (Lau and Amirthalingam, 2014), contributing to improved job performance.

Research suggests that the link between role clarity and performance is not straightforward but is influenced by mediating factors like job satisfaction (Baharsyah et al., 2023). Job satisfaction, a personal experience shaped by elements such as the work environment and the alignment between job roles and individual values, plays a significant role. Satisfied employees typically demonstrate better attendance, stronger job performance, and higher overall engagement. It reflects how employees perceive and feel about their work, influencing their attitudes and actions (Lumbantobing & Priansa, 2018). Conversely, dissatisfaction can lead to negative behaviors that harm individual performance and, in turn, affect overall organizational productivity.

Wiliandari (2019) emphasized that job satisfaction is a crucial aspect of organizational management, as it significantly influences employee behavior and organizational outcomes. Employees who are satisfied with their work tend to perform better, contributing positively to the organization's overall success. Job satisfaction has been shown to enhance productivity, improve employee attitudes, and promote positive work behaviors. Research by Hassan (2013) and Giles et al. (2017) further confirms that role clarity helps reduce confusion regarding job responsibilities, leading to better job satisfaction. Furthermore, clear role expectations can decrease employee turnover rates, as employees who understand their roles are more likely to stay with the organization. In this way, role clarity plays a key role in fostering a more engaged and productive workforce.

## **LITERATURE REVIEW**

### **The Influence of Role Clarity on Employee Performance**

Rizzo et al. (1970) emphasized that role clarity arises from the presence of clear environmental cues that guide behavior and confirm its correctness. It refers to the explicit definition of tasks and responsibilities assigned to each position within an organization's formal structure (Rizzo et al., 1970). Role clarity significantly impacts managerial performance, as managers experiencing role ambiguity may resort to ineffective actions, leading to poor performance (Kahn et al., 1964). In contrast, managers with clear roles have a better understanding of their responsibilities and expectations, enabling them to focus their time, effort, and strategies effectively.

This aligns with Locke and Latham's Goal Setting Theory (1991), which posits that specific and well-defined goals enhance role clarity and performance. The theory highlights that specific goals lead to better outcomes compared to vague objectives. Research supports this connection, with Hall (2008) demonstrating that role clarity positively affects managerial performance, and Lau (2011) confirming a strong relationship between role clarity and managerial effectiveness. Similarly, Chenhall and Brownell (1988) found a significant positive link between role clarity and job performance.

The Goal Setting Theory also suggests that clear, challenging, and realistic goals, combined with constructive feedback, can improve employee performance. Role clarity thus plays a crucial role in effective goal-setting processes, ensuring that employees and managers alike understand their objectives and responsibilities. In conclusion, managers who clearly understand their roles within an organization tend to perform better than those whose performance is hindered by role ambiguity.

H1: Role clarity has a positive influence on the performance of employees at the Balai Besar Inseminasi Buatan (BBIB) Singosari.

### **The Indirect Influence of Organizational Commitment on the Relationship Between Role Clarity and Employee Performance**

According to the Performance Theory by Gibson et al. (1997), role clarity is the understanding of an individual's rights, privileges, and obligations in performing their job. Therefore, the more frequently someone is involved and loyal to an organization, the higher their commitment to the organization. With this involvement, they will better understand what needs to be done in their tasks and be aware of their rights. In other words, the higher the level of commitment an employee has to the organization, the greater the role clarity they will experience. This aligns with Role Theory, where when employees have good role clarity, they will better understand and be able to fulfill the organization's expectations for their role. A good understanding of the role can enhance commitment to the organization. High organizational commitment, in turn, encourages employees to put more effort into achieving organizational goals, thereby improving employee performance (Manogran, 1997, in Ahmad and Fatima, 2008). Role clarity is defined as the extent to which an employee can clearly understand how they are expected to perform their job tasks within the organization (Teas, Wecker, Hughes, 1989 in Nahusona et al., 2004).

From this explanation, the researcher argues that an individual who clearly understands their role in an organization, along with their responsibilities, will be more committed to the organization. This sense of ownership towards the organization will, in turn, improve employee performance.

H2: Role clarity has a positive influence on employee performance through organizational commitment at the Balai Besar Inseminasi Buatan (BBIB) Singosari.

### **The Indirect Influence of Job Satisfaction on the Relationship Between Role Clarity and Employee Performance**

Clarification of employees' roles within the organization through the use of performance metrics can lead to improved managerial performance (Lau, 2011). On the other hand, role ambiguity can decrease job satisfaction and performance (Lau, 2011). Role ambiguity occurs when the expectations of a role are unclear, leading to uncertainty about what an individual should be doing (Robin and Judge, 2007). Cäker and Siverbo (2018) and Lau (2011) found a positive influence of role clarity on job satisfaction and performance. When

individuals clearly understand their role, they are more likely to be satisfied with their work, which can enhance their performance.

In improving employee performance, role clarity must also be considered. This study proves that the clearer the role assigned to an employee, the better the employee's performance. This finding supports Parhusip, Alamsyah, and Rahman (2020) that role clarity has a positive influence on employee performance. The clearer the role a person carries, the more focused the employee will be in completing their responsibilities. Both aspects of role clarity – structural and interactional – have an impact on employee performance. The structural aspect of organizational roles requires employees to be assigned clear job responsibilities that align with their position. The interactional aspect involves employees behaving in accordance with the organizational environment, and in some cases, employees may need to improvise when making decisions related to their tasks, leading to job satisfaction (Parhusip, Alamsyah, & Rahman, 2020).

H3: Role clarity has a positive influence on employee performance through job satisfaction at the Balai Besar Inseminasi Buatan (BBIB) Singosari.

### **The Influence of Job Satisfaction on Organizational Commitment**

The connection between job satisfaction and organizational commitment is supported by research highlighting a positive and significant relationship between the two (Ilahi et al., 2017; Rosita & Yuniati, 2016). This underscores the importance of not only job satisfaction but also its influence on fostering organizational commitment. According to Robbins & Judge (2008), commitment refers to an individual's involvement in an organization, alignment with its goals, and desire to remain a part of it. Organizational commitment encompasses loyalty, work engagement, and alignment with the organization's values and objectives.

When loyalty, participation, and value alignment are tied to organizational performance, employees must possess self-confidence, a strong self-image, and a clear personal vision, as these factors significantly shape their aspirations and achievements. Organizational commitment plays a crucial role in enhancing members' capabilities and providing opportunities to boost performance. It reflects a strong desire to stay within the organization, work diligently to meet expectations, and uphold the organization's values and goals. Ultimately, organizational commitment demonstrates employee loyalty and represents an ongoing process where members actively contribute to the organization's success and progress, ensuring its long-term growth and sustainability.

H4: Job satisfaction influences organizational commitment at the Balai Besar Inseminasi Buatan (BBIB) Singosari.

## **METHODOLOGY**

This study employs a quantitative approach, which involves gathering, organizing, processing, and analyzing numerical data. According to Sugiyono (2016:13), quantitative research follows a positivist philosophy and is used to examine specific populations or samples, with sampling typically being random. Data collection is conducted using research instruments, and the data analysis is quantitative/statistical, aimed at testing hypotheses. Sugiyono (2016:80) defines a population as a group of objects or subjects with particular traits and characteristics, selected by the researcher for study and conclusions. In this study, the population consists of all employees at BBIB Singosari, totaling 186 individuals. Sugiyono (2018:126) explains that a sample is a subset of the population, which must be representative. This research uses non-probability sampling, meaning not all elements of the population have an equal chance of being selected. Only civil servant employees at BBIB Singosari were included in the sample, totaling 86 respondents

The data in this study was analyzed using the Partial Least Squares (PLS) approach with Smart PLS 3.0. This quantitative analysis approach is chosen because the model used in this study is causal and recursive, with a one-way relationship that cannot be reciprocal. PLS is capable of testing weak theories and data, such as small sample sizes or issues with data normality (Ghazali, 2015). According to Sholihin and Ratmono (2020:82), PLS is advantageous for testing path analysis models involving multiple variables simultaneously, making it more suitable for theory testing.

## **RESEARCH RESULT**

The analysis of the measurement model in this study used the SEM-PLS method, which includes the stages of evaluating the reflective measurement model and the structural model. The reflective measurement model consists of tests for validity and reliability, which include three aspects of testing: Convergent Validity, Discriminant Validity, and Composite Reliability. The structural measurement, on the other hand, aims to test the research hypotheses.

### **Outer Model (Measurement Model and Indicator Validity)**

The Outer Model or Measurement Model is a part of Partial Least Squares Structural Equation Modeling (PLS-SEM) that aims to evaluate the relationship between latent constructs (variables that cannot be measured directly) and the indicators (manifest variables) used to measure them.

### **Average Variance Extracted (AVE)**

The next measurement model is the Average Variance Extracted (AVE) value, which reflects the proportion of variance in an indicator explained by its latent variable. A convergent AVE value above 0.5 indicates adequate validity for the latent variable. The AVE values for each construct (variable) of reflective indicators can be assessed for validity. A model is considered good if the AVE values for each construct exceed 0.5. The test results reveal that the AVE values for the constructs of Role Clarity, Organizational Commitment, Job Satisfaction,

and Employee Performance all surpass 0.5, confirming their validity. The table below presents the AVE results from this study.:

**Table 2. Average Variances Extracted (AVE)**

	Average variance extracted (AVE)
Kejelasan Peran (X)	0,590
Kepuasan Kerja (Z2)	0,604
Kinerja Karyawan (Y)	0,619
Komitmen Organisasi (Z1)	0,544

Resource: Data processing results, 2024

Based on Table 2, for the item Role Clarity (X) with an AVE value of 0.590, it shows that 59% of the variance in the indicators used to measure role clarity can be explained by this construct, indicating a good convergent validity of Role Clarity (X), as the value is above 0.5. The Job Satisfaction item (Z2) with an AVE value of 0.604 shows that the job satisfaction construct can explain 60.4% of the variance in the indicators used, indicating good convergent validity, as the value above 0.6 demonstrates strong indicator measurement of the construct. Next, the Employee Performance item (Y) with an AVE value of 0.619 means that 61.9% of the variance in the indicators can be explained by the employee performance construct, showing excellent convergent validity and indicating that the indicators can measure performance very effectively. The last item, Organizational Commitment (Z1), with an AVE value of 0.544, shows that 54.4% of the variance in the indicators can be explained by organizational commitment, which is considered quite good, as the value is above 0.5. Therefore, since all constructs have AVE values above 0.5, convergent validity is achieved.

### Composite Reliability

The next test is the construct reliability test, measured by Composite Reliability (CR) from the indicator blocks that measure the construct. CR is used to show good reliability. A questionnaire is said to have good composite reliability if the composite reliability value > 0.70, although it is not an absolute standard. (Solimun, Fernandes & Nurjannah, 2017:116)

**Table 3. Composite Reliability Coefficients**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Kejelasan Peran (X)	0,720	0,722	0,760
Kepuasan Kerja (Z2)	0,739	0,748	0,820
Kinerja Karyawan (Y)	0,769	0,706	0,829
Komitmen Organisasi (Z1)	0,767	0,768	0,791

Resource: Data processing results, 2024

Based on Table 3, Role Clarity (X) with a value of 0.720 indicates that the consistency of the indicators in measuring role clarity is quite good. Job Satisfaction (Z2) with a value of 0.739 indicates strong consistency in measuring job satisfaction. Employee Performance (Y) with a value of 0.769 means it has high reliability in measuring employee performance, while Organizational Commitment (Z1) with a value of 0.767 shows good reliability in measuring organizational commitment. Construct reliability, measured by the composite reliability value, is considered reliable if the composite reliability value is above 0.70. Since the constructs of Role Clarity, Organizational Commitment, Job Satisfaction, and Employee Performance all have composite reliability values greater than 0.7, they can be considered reliable. This indicates that the instrument has proven to be reliable for measuring role clarity, job satisfaction, employee performance, and organizational commitment. No significant improvements are needed in terms of reliability, but evaluations should continue to ensure consistency in the future.

**Structural Model Testing (Inner Model)**

The structural model is tested by looking at the R-Square value, which is a goodness-of-fit test for the model. The inner model test can be seen from the R-square value in the equations between latent variables. The R<sup>2</sup> value explains how much the exogenous (independent) variables in the model can explain the endogenous (dependent) variables.

**Table 4. R Square**

	R-square	R-square adjusted
Kepuasan Kerja (Z2)	0,192	0,183
Kinerja Karyawan (Y)	0,598	0,583
Komitmen Organisasi (Z1)	0,637	0,628

Resource: Data processing results, 2024

As shown in Table 4, the R<sup>2</sup> value for the Employee Performance variable is 0.589, indicating that the model explains 59.80% of the variance in employee performance. The remaining 40.20% is attributed to other factors not included in the model, such as role clarity, organizational commitment, and job satisfaction, as well as error. Additional variables that could influence employee performance might include work climate, leadership style, employee motivation, literacy, education level, and more. Therefore, the R-Square value for employee performance can be considered moderate.

### Hypothesis Testing

In the hypothesis testing for this study, several criteria must be met, including the original sample value and p-values. The original sample value determines the direction of the hypothesis test: a negative value indicates a negative direction, while a positive value indicates a positive direction. Additionally, for the hypothesis to be accepted, the p-value must be less than 5% or 0.05. If either of these criteria is not met, the hypothesis is rejected.

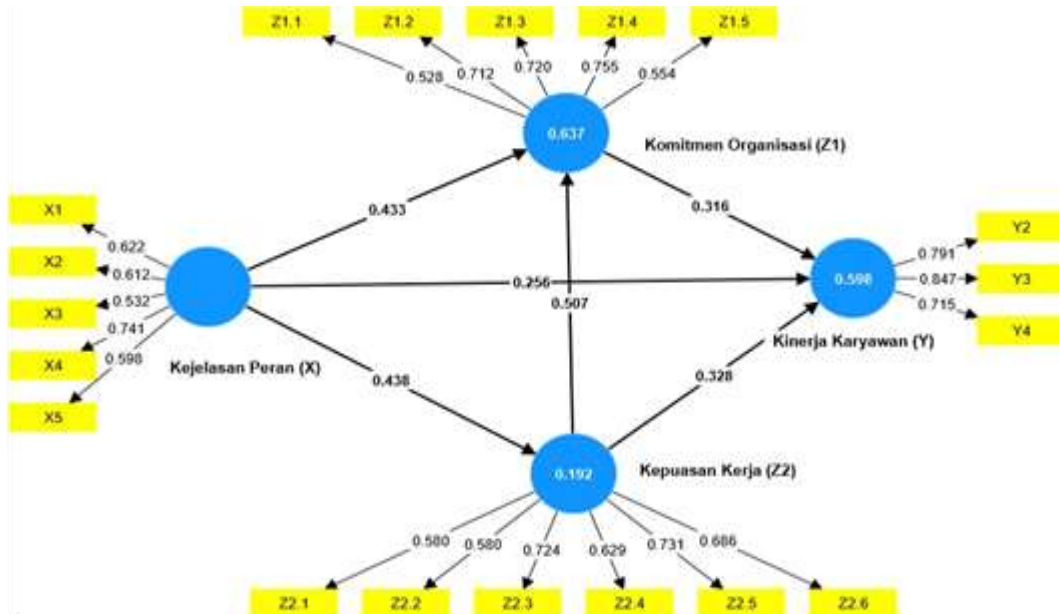


Figure 3. PLS Model

Resource: Data processing results, 2024

### Direct Effect Testing

Table. 5 Path Coefficients (Mean, STDEV, T-Values)

Path coefficients					
Mean, STDEV, T values, p values					
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Kejelasan Peran (X) -> Kinerja Karyawan (Y)	0,256	0,247	0,122	2,094	0,036
Kepuasan Kerja (Z2) -> Komitmen Organisasi (Z1)	0,507	0,515	0,086	5,925	0,000

Resource: Data processing results, 2024

Based on the hypothesis testing in Figure 3 of the PLS Model and Table 5 Path Coefficient, the results can be interpreted as follows:

1. From Table 5, it can be seen that the original sample value is positive, which is 0.256. Meanwhile, the P-value is less than 0.05, which is 0.000. This data indicates that the criteria are met, so it can be concluded that H1 is accepted. Therefore, Role Clarity (X) has a positive effect on Employee Performance (Y).
2. From Table 5, it can be seen that the original sample value is positive, which is 0.507. Then, the P-value shows a value of less than 0.05, which is 0.036. This data indicates that the criteria are met, so it can be concluded that H4 is accepted. Therefore, Job Satisfaction (Z1) has a positive effect on Organizational Commitment (Z2).

### Indirect Effect Testing

**Table 6. Path Coefficients (Mean, STDEV, T-Values)**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Kejelasan Peran (X) -> Kepuasan Kerja (Z2) -> Kinerja Karyawan (Y)	0,144	0,153	0,067	2,146	0,032
Kejelasan Peran (X) -> Komitmen Organisasi (Z1) -> Kinerja Karyawan (Y)	0,137	0,139	0,063	2,183	0,029

Based on the hypothesis testing in Figure 3 of the PLS Model and Table 6, the results can be interpreted as follows:

1. From Table 6, it can be seen that the original sample value is positive, which is 0.137. Then, the P-value shows a value of less than 0.05, which is 0.029. This data indicates that the criteria are met, so it can be concluded that H2 is accepted. This shows that Organizational Commitment has been proven as an intervening/mediating variable in influencing Role Clarity on Employee Performance at the Balai Besar Inseminasi Buatan (BBIB) Singosari.
2. From Table 6, it can be seen that the original sample value is positive, which is 0.144. Then, the P-value shows a value of less than 0.05, which is 0.032. This data indicates that the criteria are met, so it can be concluded that H3 is accepted. This shows that Job Satisfaction has been proven as an intervening/mediating variable in influencing Role Clarity on Employee Performance.

## **DISCUSSION**

### **The Impact of Role Clarity on Employee Performance**

The research conducted at BBIB Singosari indicates that role clarity positively affects employee performance. When employees clearly understand their tasks and responsibilities, they can work more focused, reduce confusion, and minimize the risk of errors. Role clarity provides specific guidance on what needs to be done, how to do it, and the expected outcomes. This enables employees to work more efficiently and effectively, which in turn enhances their performance.

Additionally, role clarity improves communication in the workplace. When each team member understands their role, communication becomes more directed, and team goals are more easily achieved. Coordination among team members improves because everyone knows how their role interacts with others to achieve common objectives. From a motivation perspective, employees with role clarity tend to be more motivated because they feel more confident in completing their tasks. They know what is expected of them and how their performance will be evaluated, which can increase job satisfaction.

The Goal Setting Theory by Edwin Locke and Gary Latham from the 1990s explains that individual performance is directly influenced by the goals set for themselves. Role clarity supports the setting of clear and specific goals, which can enhance employee performance. Studies by Hall (2008), Lau (2011), and Chenhall and Brownell (1988) show a positive relationship between role clarity and employee performance.

### **The Impact of Role Clarity on Employee Performance through Organizational Commitment**

Role clarity at BBIB Singosari positively influences employee performance by enhancing organizational commitment. When employees clearly understand their tasks and responsibilities, they feel more engaged and committed to organizational goals. This understanding not only boosts work effectiveness but also strengthens employee loyalty. Role Theory and Performance Theory (Gibson et al., 1997) support this finding, indicating that role clarity reduces uncertainty and fosters a sense of responsibility, ultimately reinforcing commitment. Employees with strong commitment are more motivated, productive, and dedicated to achieving organizational objectives. At BBIB Singosari, role clarity fosters a sense of belonging and appreciation for employees' contributions, creating a harmonious and effective work environment. This ensures employees work optimally, contributing to the overall success of the organization.

### **The Impact of Role Clarity on Employee Performance through Job Satisfaction**

Role clarity positively influences employee performance at BBIB Singosari by enhancing job satisfaction. When employees clearly understand their tasks, responsibilities, and expectations, they experience reduced stress and uncertainty, which leads to greater focus and confidence in their work. This clarity fosters job satisfaction by aligning employees' roles with their expectations and needs, contributing to higher motivation, engagement, and loyalty. High job satisfaction positively impacts employee performance, encouraging productivity, innovation, and commitment. Employees who understand their roles are more likely to contribute effectively to organizational goals. Theoretical support from Role Theory (Kahn et al., 1964) and Job Satisfaction Theory (Herzberg, 1959) reinforces this link. Clear role definitions reduce ambiguity, increase job satisfaction, and improve employee performance.

Studies, including Parhusip, Alamsyah, and Rahman (2020), highlight structural and interactional aspects of role clarity as critical. Structural clarity ensures employees focus on well-defined responsibilities, while interactional clarity helps them adapt and improvise as needed. Together, these factors enhance job satisfaction and performance.

### **The Impact of Job Satisfaction on Organizational Commitment**

Job satisfaction positively influences organizational commitment at the BBIB (Balai Besar Inseminasi Buatan) Singosari. Satisfied employees tend to demonstrate a higher level of commitment to their organization. Factors contributing to job satisfaction include working conditions, relationships with colleagues, recognition, and opportunities for growth. When employees feel their expectations and needs are met, they feel valued and motivated, reducing stress, boosting confidence, and fostering emotional attachment to their workplace. High job satisfaction enhances organizational commitment by increasing employees' sense of belonging. Satisfied employees are more likely to be loyal and aligned with the organization's goals and values, feeling supported in achieving both professional and personal aspirations. This leads to greater participation and effort in organizational activities, contributing to shared objectives.

This aligns with Robbins & Judge's (2008) definition of organizational commitment as an individual's involvement in the organization, its goals, and their desire to remain a member. Organizational commitment includes loyalty, job engagement, and acceptance of organizational values. Employees who exhibit these traits are likely to show stronger commitment, which is linked to self-image, confidence, and personal alignment with organizational goals. At BBIB Singosari, high job satisfaction fosters organizational commitment by encouraging employees to stay, work diligently, and embody organizational values in their roles. This commitment supports employee development and enhances overall performance. High levels of organizational commitment are evident in employees' loyalty, which contributes to the organization's success and sustainable growth.

## CONCLUSIONS AND RECOMMENDATIONS

Based on the research results, data analysis, and discussions in the previous chapters, the following conclusions are drawn:

1. Role clarity contributes significantly to employee performance at BBIB Singosari. When employees have a clear understanding of their responsibilities and expectations, they can perform tasks more efficiently and effectively.
2. Role clarity also contributes to employee performance through organizational commitment. A clear understanding of roles and responsibilities fosters a stronger sense of attachment and loyalty among employees toward the organization.
3. Role clarity positively impacts employee performance through job satisfaction. Employees who clearly understand their roles tend to feel more satisfied with their work, increasing motivation and desire to achieve excellence.
4. Job satisfaction contributes to organizational commitment. Employees who are satisfied with their working conditions are more likely to demonstrate higher levels of commitment to the organization.

Based on the findings of this study, the following recommendations are proposed:

1. BBIB Singosari should ensure that every employee has a clear understanding of their responsibilities and role expectations. This can be achieved by providing detailed job descriptions and conducting effective orientation and training programs to clarify roles and responsibilities. Managers should also regularly review and update job descriptions to reflect changes in tasks and duties.
2. To enhance organizational commitment, BBIB Singosari can develop programs that support employee engagement and loyalty. These include recognizing and rewarding outstanding performance, offering career development opportunities, and creating a positive work environment. Such programs can help improve employee satisfaction and strengthen their attachment to the organization.
3. To increase job satisfaction, BBIB Singosari could focus on improving working conditions, providing adequate facilities, and listening to employee feedback regarding their needs and expectations. Additionally, promoting work-life balance and supporting employee well-being can contribute to higher levels of job satisfaction.
4. The management of BBIB Singosari should adopt strategies to enhance communication and coordination among team members. Regular meetings and role clarification can ensure that all team members understand how their roles interact with others. Implementing efficient communication technologies can also facilitate coordination and expedite task completion.

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