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## **JOB SATISFACTION AND SERVICES BUSINESS SUSTAINABILITY – EMPIRICAL STUDY USING ROLE THEORY**

***Abstract.** The human dimension of sustainability, defined by the ability of employees to thrive and to engage in the workplace, has often been given less attention compared to economic and environmental dimensions. A satisfied and engaged workforce is considered to be a cornerstone of sustaining a competitive advantage and the sustainability of the organization (long-run success). This paper analyzes the link between job satisfaction, work engagement and sustainability of services organizations in Romania, through a quantitative research among 231 employees. Using the role theory, we measured employees' perceptions of conflict and ambiguity over stress at work and the impact it has on job satisfaction and work engagement. To test the conceptual framework, a structural equation modeling (SEM) technique was used to empirically explore the research model. The way in which job satisfaction influences business sustainability could be described both directly and indirectly by the mediating power of other factors. In fact, the indirect path, in our case by the partially mediation of work engagement, potentiates and explains more the relationships between all investigated factors.*

***Keywords:** job satisfaction, work engagement, role theory, sustainability*

**JEL Classification :** M21, M31, M54

## 1. Introduction

An organization is sustainable if it has the ability to simultaneously achieve the economic, environmental and human performance (Spreitzer et al, 2012). Although the three dimensions must be viewed in a balanced way, the human dimension of organizational sustainability is often given less attention compared to economic and environmental dimensions. The human dimension of sustainability can be defined by employees' ability to thrive or engage in workplace (Florea et al, 2013), thus engaging employees at work is an important component of organizational sustainability.

In services, employees are the key element by which the organization differentiates itself from competitors, attracts and retains its consumers, thus contributing to create and sustain a sustainable competitive advantage. An engaged workforce is considered to be a cornerstone of sustaining a competitive advantage. Engaged employees are emotionally connected with their work and with their workplace. So, they tend to be more productive and more willing to engage in discretionary efforts to achieve the company's goals (Macey et al, 2011)

Referring to today's employee, engagement and attachment presents a bleak image (Casey, Sieber, 2016). Satisfaction at work is steadily decreasing. In addition, very few employees feel a strong emotional affiliation at their workplace. According to a report from the Gallup Institute (2013), conducted among employees in 142 countries around the world, only 13% of employees are actually engaged within their jobs. Job satisfaction and engagement involve continuous emotional involvement and focus on creating value for the employer and the company as a whole. Under these circumstances, lack of engagement and permanent fluctuation of staff, the organization has difficulties in keeping sustainable its activity.

Romania is facing an acute shortage of personnel in all areas of services, on the one hand, of the massive departure of domestic employees abroad, and on the other, as a result of poor staff training, caused by the elimination of technical and professional education from the Romanian education system (Melenciuc, 2018).

The purpose of this paper is to contribute to the development of the understanding of the role of human resources in the sustainability of the services organizations, by studying the perceptions of the employees regarding the job satisfaction and work engagement in Romania. Employee dissatisfaction leads to their mobility and poses sustainability issues to the company. The study highlights the extent to which business sustainability is influenced by each considered component, since each major influence factor is measured by a series of specific indicators.

Our approach follows others (Valaei and Rezaei, 2016) and aims to develop and test the methodologies and framework of sustainability of services

organizations, through employee satisfaction and work engagement and through empirical studies to better understand the topic of long-run success of services organizations operating in Romania.

## **2. Literature review**

### **Job satisfaction, work engagement and business sustainability**

Job satisfaction is a determinant of organizational effectiveness and efficiency and for the successful implementation of corporate strategy (Bigliardi et al, 2012). Employees are more loyal and more productive when they are motivated and satisfied.

There are several points of view in defining employee satisfaction. Thus, employee satisfaction can be described by the degree of employee satisfaction at his place of work (Moyes et al, 2008), by the worker's sense of achievement and success at the workplace leading to recognition, income, promoting and achieving other goals that lead to a sense of fulfillment, through the attitude and feelings of employees towards their work. Also, professional satisfaction is usually related to motivation, but the nature of this relationship is not clear. Satisfaction is different from motivation. When the employee is motivated, he/she will have a positive attitude and will be more committed to his/her work (Dobre et al, 2017). Positive attitudes towards workplace indicate professional satisfaction, while negative and unfavorable attitudes toward workplace indicate workplace dissatisfaction.

Worker dissatisfaction is determined, in the opinion of some scholars (Clark, 1997), by the fact that employees are not satisfied with the tasks assigned to them, they are not sure of their rights, working conditions are unsafe, colleagues do not cooperate, the supervisor does not respect them and are not involved in the decision-making process. All of these factors make them feel separate from the organization. In addition, in some organizations, some employees feel less important to the company due to the existence of stereotypes and prejudices, so their working capacity is reduced (Rožman et al, 2017). Managers need to create a work environment in which employees feel motivated to connect with the workplace and the tasks they have. A positive environment can create a good job for employees, a key factor for them to feel motivated and confident in their work.

Satisfaction or dissatisfaction depends not only on the nature of the job, but also on the employee's expectations with regard to the workplace. Investigating the factors that determine employee satisfaction and measuring employee satisfaction at the workplace is essential to create the competitive advantage and sustainability of the organization. There are various opinions in the literature on the factors that influence the employee's satisfaction at work.

Locke and Latham (1990) considered that the goals set at the highest level and the high expectations for success in work ensure success in fulfilling the tasks, success being a factor that creates professional satisfaction. Satisfaction is

influenced by four factors: organizational culture, pay satisfaction, leadership style and the significance of work. According to Robbins (1998) there are six important factors contributing to job satisfaction: provocative work, fair rewards, favorable working conditions, supportive peers, personality and genetic disposition of the individual.

The relationship between job satisfaction and work engagement has been the subject of numerous studies, but there are different views on the direction of the relationship. Some studies approach global satisfaction, and argue that job satisfaction is a positive effect of employee engagement, while others who study job satisfaction through its facets claim that professional satisfaction is an antecedent to employee engagement, where individual satisfaction with work will increase the individual's work engagement (Viljevac et al, 2012).

As the connection between employee satisfaction and the sustainability of the organization (understood as long-term activity), according to some studies, job satisfaction affects the level of performance not only of employees, but also of the organization, because it affects the employees' desire to solve problems, to assume responsibilities and to work beyond the job list (Bakotić, 2016).

Regarding the impact of the work engagement on the sustainability of the organization, some authors (Rich et al, 2010) consider that, by implementing practices to increase work engagement, absenteeism in the organization decreases, which leads to increased retention, which not only reduces recruitment costs, but ensures that key people are retained in the organization, which ultimately brings success and improved business performance.

In order to reduce the personnel fluctuations and increase employee's loyalty, the company needs to identify the causes that lead to employee dissatisfaction. According to some scholars (Tarrant and Sabo, 2010), most common types of tensions within organizations that affect employees' perceptions of fulfilling their responsibilities are role conflict and role ambiguity.

Role ambiguity is perceived by employees when they do not have the sufficient information to carry out their tasks, information is not clear or are unsure how their performance will be finally evaluated (Moura et al, 2014). The role of ambiguity often results in greater pressure when more than one task is placed on the employee. The expected role is already uncertain, and the addition of greater uncertainty leads to negative employee responses and to their dissatisfaction. In defining tasks as a component of internal marketing, this ambiguity should be avoided by delimiting the identity of the tasks and setting the goals and objectives of each task so that employees can successfully perform their work. In this respect they will perceive their work positively and will be satisfied with their job. Employee satisfaction can be increased by treating jobs as products, namely by establishing and building jobs with features that current or prospective employees can relate to and value (Dumitrescu et al, 2014).

Role conflict occurs in an organization as a result of requiring employees to take on more roles, so the performance of one of them makes the yield of the

other more difficult, new skills are required of an individual as a result of assuming new roles without professional training (Tarrant and Sabo, 2010) or when an employee perceives that his or her assessment may differ as a result of the requirements imposed by several hierarchical superiors to whom he reports. First-line employees in a service company may often face tasks or expectations that are often inadequate, so they are unable to meet them, which can lead to conflicting roles. Thus, role conflict is defined as conflict resulting due to clash of expectations of the organization and expectations of customers (Kasturi and Srini, 2015). In other opinion, role conflict is mainly determined by the lack of feedback and recognition of employees' merits, it can be mitigated by feedback from colleagues and leadership, and by appreciating the employee's work, leading to satisfaction and loyalty.

In addition to role ambiguity and role conflict, some scholars (Ahmed et al, 2003) believe that services also include the role of stress, generated by bureaucracy, employee relations with colleagues and leadership, lack of respect, working conditions and financial issues. In present study we chose to consider that role conflict (RC) and role ambiguity (RA) have effects on role stress (RS) and both conflict and ambiguity states are precursors of stress.

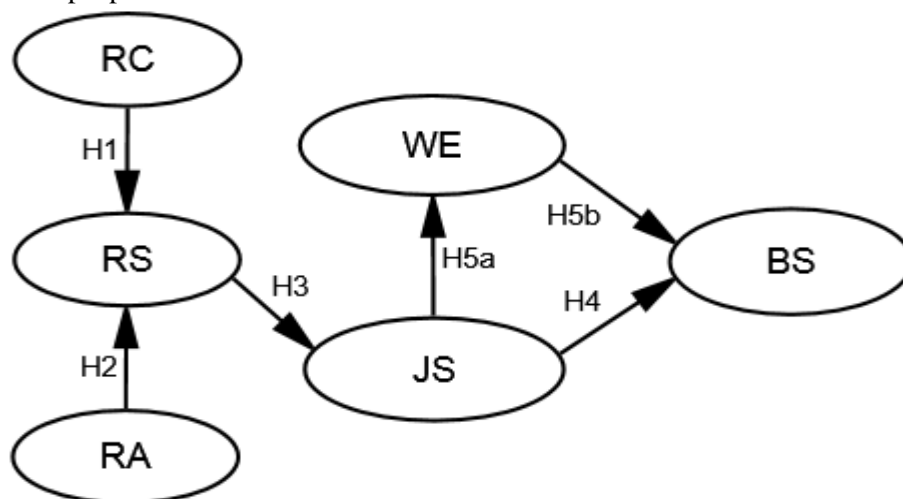
The relationship between role stress and job satisfaction has been highlighted by other studies in different areas (Tarrant and Sabo, 2010). Katz and Kahn (1978) think one of the negative consequences of the role conflict and ambiguity is the decline in job satisfaction. Thus, the higher the level of role conflict and role ambiguity, the level of job satisfaction will be lower and the level of the role conflict and role ambiguity will decrease, the level of job satisfaction and work engagement will be increased. Ling, Bahron, and Boroh (2014) studied the impact of role stressors on job satisfaction, pointed out that when an employee is confronted with role conflict, ambiguity or stress is dissatisfied with his job, he/she has unfavorable behavior, manifested by low performance or even resignation from the organization.

The link between job satisfaction and work engagement has also been studied. So, previous studies show that job satisfaction leads to employee engagement (Valaei and Razaeei, 2016) and work engagement is positively associated with job satisfaction. Regarding the link between work engagement and business sustainability, there are studies that present work engagement as a critical component for business success and its sustainability (Kasturi and Srini, 2015).

### **3. Methodology**

Starting from the studied literature, the research model and the hypothesis of this study are illustrated by Figure 1. The data for this study were collected through an online questionnaire survey. Data were collected between April 25, 2020 and June 10, 2020. The invitation to complete the questionnaire was sent to

professional groups who are active in the field of services using the groups or contacts from the LinkedIn™ and Facebook™ online social networks. The link to complete the questionnaire was accessed by 593 people, but answers came only from 231 people.



**Figure 1. The research model and the hypothesis**

**Note:** RC = Role conflict, RA = Role ambiguity, RS = Role stress, JS = Job satisfaction, WE = Work engagement, BS = Business sustainability

**H1: Role conflict** is expected to be negatively related with **role stress**.

**H2: Role ambiguity** is expected to be negatively related with **role stress**.

**H3: Role stress** is expected to be negatively related with **job satisfaction**.

**H4: Job satisfaction** has a positively significant direct effect on **business sustainability**.

**H5 a+b: Job satisfaction** has a positively effect on **business sustainability** by the partially mediation of the **work engagement**.

For this study, each question in the questionnaire used records distinct values for each model theory variable. Items for all the constructs were measured with five-point Likert scale (from 5= strongly agree to 1= strongly disagree). The research model was transposed into an adjusted statistical model based on structural equations. In order to measure job satisfaction, work engagement, role stress, role conflict and role ambiguity we used the variables presented in Table 1. Business sustainability in our proposed model is a second-order factor and use the first-order factors job satisfaction and work engagement as indicators. As a second-

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order factor, business sustainability is measured thus by all indicators used to measure first-order factors in the first place. The collected data was loaded into the structural model and based on the results the facts were explained, e.g. how and how much business sustainability are influenced by role conflict, role ambiguity, role stress, job satisfaction and work engagement.

**Table 1. Conceptual definition of variables**

Model Factor (unobserved)	Model Indicator (observed)	Statement in the survey
Role conflict	RC1 – Work responsibilities	Responsibilities at work can vary depending on the role played in each activity, leading to discussions and small conflicts.
	RC2 – Incompatibility of orders	Instructions received on a hierarchical line from top and middle management are often contradictory, creating discussions between employees.
	RC3 – Increasing responsibilities at work	Responsibilities at work tend to grow over time, making discrepancies between same level job colleagues.
	RC4 – Workgroup conflicts	Conflicts often arise between the members of a working team.
Role ambiguity	RA1 – Precision of responsibilities	Responsibilities at work are clearly defined for each employee. (R)
	RA2 – Job definition objectives	The goals (tasks) you have to do at the workplace are clearly defined. (R)
	RA3 – Clear communication	Communication at work is clear. (R)
	RA4 – Clear management expectation	The management's expectations are clearly defined. (R)
Role stress	RS1 – Bad relations with colleagues and leadership	Relationships between me and my colleagues or between myself and the leadership are tense.
	RS2 – Inadequate reward system	At work, the reward / pay system is not appropriate.
	RS3 – Bad working conditions	At work, working conditions are inadequate.
	RS4 – Bureaucracy	At work, bureaucracy is excessive.

Job satisfaction	JS1 – Satisfaction with the nature of work	I am satisfied with nature of my work.
	JS2 – Satisfaction with reward system	I am satisfied with reward system.
	JS3 – Satisfaction with supportive peers	I get along well with my colleagues.
	JS4 – Personality and genetic disposition of the person	I am a person who sees rather the good part of things than the bad one.
Work engagement	WE1 – Personal content	My work gives me a sense of personal contentment.
	WE2 – Bringing added value	I feel encouraged to come up with new ideas and new ways to solve problems.
	WE3 – Development opportunities	There are opportunities for career development within the company.
	WE4 – Intention to leave	If I have the chance, I would change my job tomorrow. (R)
Business sustainability (second-order factor)	Measured by all indicators used.	

\*(R) – Designates a reverse-coded item.

\*\*Items for all the constructs were measured with five-point Likert scale (5=Strongly agree; 4=Agree; 3=Neutral; 2=Disagree; 1=Strongly disagree).

The question used to measure intention to leave (WE4) was used with a double role to measure and to verify the answers given. Persons who has a low engagement to work has responded with 5 (strongly agree) meaning if he/she have the chance, he/she would change their job tomorrow.

In terms of latent dimensions, each model factor was expressed by four composite indicators. Researchers' recommendations are generally to describe each factor by 3 or 4 simple or aggregated indicators. The composite indicators (observed values) attributed to each factor (conflict, ambiguity, stress, job satisfaction and work engagement) were tested for internal reliabilities.

The "Role conflict" factor has been estimated using four indicators: RC1, RC2, RC3 and RC4 described in Table 2. The Cronbach alpha coefficient ( $\alpha$ ) of the estimation of the confidence of the measurement, recorded value of 0.741 for this 4 item sub-scale. In the literature, acceptable values of at least 0.70 for the estimated confidence are considered acceptable.

The "Role ambiguity" factor has been estimated using four indicators: RA1, RA2, RA3 and RA4. The Cronbach alpha coefficient ( $\alpha$ ) recorded value of 0.939 for this 4 item sub-scale. The "Role stress" factor has been estimated using



four indicators: RS1, RS2, RS3 and RS4. The Cronbach alpha coefficient ( $\alpha$ ) recorded value of 0.772 for this 4 item sub-scale. The "Job satisfaction" factor has been estimated using four indicators: JS1, JS2, JS3 and JS4. The Cronbach alpha coefficient ( $\alpha$ ) recorded value of 0.721 for this 4 item sub-scale. The "Work engagement" factor has been estimated using four indicators: WE1, WE2, WE3 and WE4. The Cronbach alpha coefficient ( $\alpha$ ) recorded value of 0.864 for this 4 item sub-scale. The aggregate value of the Cronbach alpha coefficient associated with all 20 indicators recorded the level of 0.804 which indicate a good overall internal reliability.

Hypotheses were tested via the structural equation modeling technique using the IBM® SPSS® AMOS® software package. The model under analysis, Figure 1, was analyzed using the 2-step modeling technique. First, the model's ability to measure proposed parameters to be estimated was analyzed. Second, the structural relationships between the latent components of the model were tested and the results of the established hypotheses were interpreted.

#### **4. Empirical findings**

The investigated sample comprises employees in the field of services. Most respondents work in tourism (25.8%), transport (22.9%), cultural services (21.5%), education (12.3%), banking (9.7%) and others (7.8%). Of these, 57.9% are female and 42.1% are male. Most of them have higher education (47.4%), postgraduate studies (35.6%) and secondary education (17%). The age of the respondents was divided as follows: 38.7% 36-45 years, 29.4% 46-55 years, 16.0% 26-35 years and 15.9% 55-65 years. In terms of revenues, most of them are on average (53.8%) and above average (34.5%) only 7.6% are below average and 4.2% did not declare their income.

As the model involve both measured and estimated values score validity tests were performed. Construct validity verify that all latent factors and measured only indirectly over its indicators are adequate. Convergent validity and discriminant validity test results are presented in Table 2. Convergent validity shows that every group of variables indeed measure the same construct as their intercorrelations are appreciable in magnitude. All estimated standard loadings were higher than 0.7, and the average variance extracted (AVE) for every factor exceeded the recommended level of 0.5, suggesting good convergent validity.

After accepting the model according to the fit index values, the actual analyze of the associated assumptions and the level of statistical significance of the structural coefficients was carried out, detailing and interpreting the results (the second step). In Figure 2, it can be seen the estimated values of all model coefficients. All these values are statistically significant, having a statistical probability level of 0.99%, except for the links between RS and RS2 and between

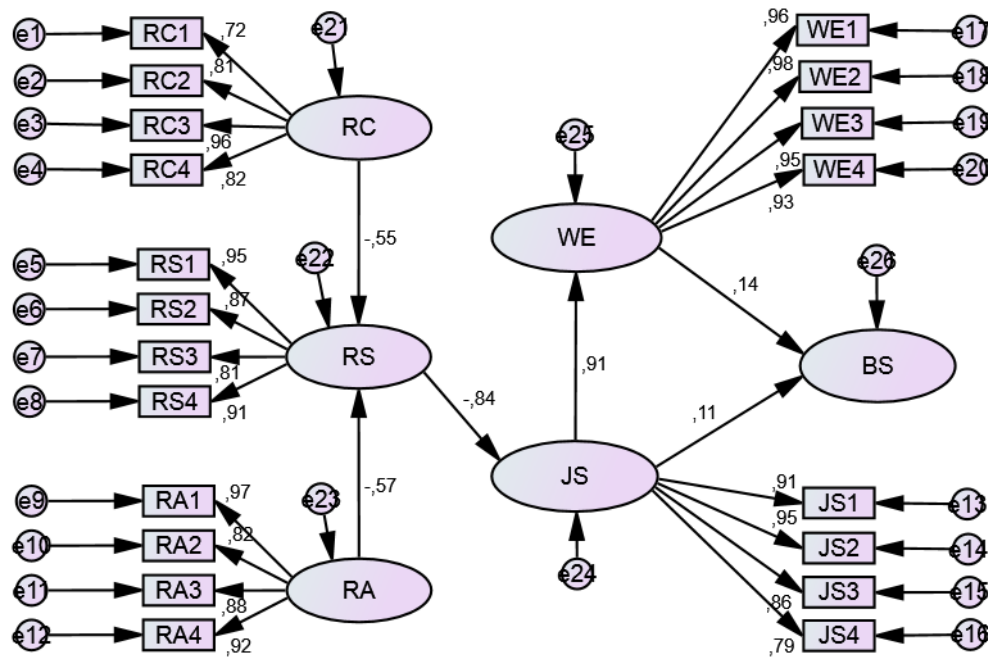
RS and RS3, which are statistically significant at a statistical probability level of 0.95%.

**Table 2. Results of convergent validity test**

Construct	Items	Factor loadings	AVE	Cronbach alpha
Role conflict	RC1	0.72	0.692	0.741
	RC2	0.81		
	RC3	0.96		
	RC4	0.82		
Role ambiguity	RA1	0.97	0.807	0.939
	RA2	0.82		
	RA3	0.88		
	RA4	0.92		
Role stress	RS1	0.95	0.788	0.772
	RS2	0.87		
	RS3	0.81		
	RS4	0.91		
Job satisfaction	JS1	0.91	0.773	0.721
	JS2	0.95		
	JS3	0.86		
	JS4	0.79		
Work engagement	WE1	0.96	0.898	0.864
	WE2	0.98		
	WE3	0.95		
	WE4	0.93		

Formal research hypotheses for each factor and indicator in the model are presented along with logical and empirical justification for each connection. The results of the study show that amid the management of internal marketing problems, the variation in latent conflicting role and ambiguity role over stress role give an intrinsic dimension to job satisfaction, which in turn influences business sustainability directly or through mediation of work engagement. Practically, the internal marketing environment acts as a catalyst for the development of relationships that are established directly between the latent elements, but also between the indicators assigned to each factor. Alternative theoretical models were tested to assess different supplementary directly or covariate paths and along with them, to see whether if fit indexes might be improved. In fact, the starting original model has all the factors measured by seven indicators. It has been renounced to the indicators that has little influence over the factors and the chosen model was selected with four indicators per factor. An alternative version included a link

between RS and WE to explore how stress influence the employee’s engagement with the firm. Other alternative designed model has direct paths from “Role conflict”, “Role ambiguity” and “Role stress” to “Job satisfaction”.



**Figure 2: Hypothesized model and standardized parameter estimates.**

Note: RC = Role conflict, RC1 = Work responsibilities, RC2 = Incompatibility of orders, RC3 = Increasing responsibilities at work, RC4 = Workgroup conflicts, RA = Role ambiguity, RA1 = Precision of responsibilities, RA2 = Job definition objectives, RA3 = Clear communication, RA4 = Clear management expectation, RS = Role stress, RS1 = Bad relations with colleagues and leadership, RS2 = Inadequate reward system, RS3 = Bad working conditions, RS4 = Bureaucracy, JS = Job satisfaction, JS1 = satisfaction with the nature of work, JS2 = Satisfaction with reward system, JS2 = Supportive peers, JS4 = Personality and genetic disposition of the person, WE = Work engagement, WE1 = Personal content, WE2 = Bringing added value, WE3 = Development opportunities, WE4 = Intention to leave, BS = Business sustainability.

Another version has included the covariance between RC and RA, investigating the possibility that role conflict and role ambiguity be intercorrelate and increase/decrease each other simultaneously. All these alternative models were rejected even if on some of them there was significant relationships between constructs, as they have worsened below respectively above the generally agreed

limits, the values of the fit indexes. The chosen model, presented in this study has, between all the other alternative models investigated, the best fit indexes values. Hence, the retained hypothesized Model reflect the reality in the following way. Both “Role conflict” and “Role ambiguity” negatively affect “Role stress” suggesting that the overall effects of conflicts and ambiguity on the workplace reduce the stress, **hypothesis 1** and **hypothesis 2** were fully supported.

To continue with, “Role stress” influence on “Job satisfaction” in the sense that a more stressing work environment results in a less satisfied working personnel and vice versa. This relationship is fairly strong (-0.84,  $p = 0.001$ ) and as a consequence fully provide support for **hypothesis 3**.

The final part of the Model, where “Business sustainability” came in, our data suggests that there is a direct effect between job satisfaction and sustainability of a business (0.11,  $p = 0.001$ ). The **hypothesis 4** is accepted, but the relatively weak relationship between the two factors, led us consider there must be another way of connecting job satisfaction with business sustainability. Thus, it was tested if the effects of job satisfaction on business sustainability is partially mediated through work engagement. To test this hypothesis, it was conducted a mediation test using the bootstrapping technique. Based on the sample size and collected row data, this technique is the proper alternative to be chose in a mediation test, that lead to a more precise result considering the circumstances. The number of bootstraps performed was set to 2000 samples and bias-corrected confidence intervals to 90%. The results are presented in Table 3

**Table 3. Bootstrapping mediation test**

Mediation test	Direct effect	Indirect effect	Result
H5 a+b: Job satisfaction has a positively effect on business sustainability by the partially mediation of the work engagement. JS->WE->BS	(JS->BS) 0.108**	(JS->WE->BS) 0.316**	Partial mediation
Role conflict has a positively effect on job satisfaction by the partially mediation of the role stress. RC->RS->JS	n.a.	0.464*	Partial mediation
Role ambiguity has a positively effect on job satisfaction by the partially mediation of the role stress. RA->RS->JS	n.a.	0.476*	Partial mediation
Role stress has a negatively effect on work engagement by the partially mediation of job satisfaction. RS->JS->WE	n.a.	-0.624**	Partial mediation

\*\* $p < 0.001$ ; \*  $p < 0.005$ ; n.a.-not available.

Job satisfaction has a strongly direct relationship with work engagement (0.91,  $p = 0.001$ ), **hypothesis 5a** is accepted and then work engagement directly influence the sustainability of business (0.13,  $p = 0.001$ ), **hypothesis 5b** is accepted. This indirect path partially mediated through work engagement explains more the variation effect of job satisfaction over business sustainability than the direct path. Total effect, as a sum of direct effect (JS-> BS) and indirect effect (JS->WE->BS) is 0,424\*\*. Other partial mediation is present between role conflict and job satisfaction through role stress (0.464\*), role ambiguity and job satisfaction through role stress (0.476\*) and role stress and work engagement through job satisfaction (-0.624\*\*).

## 5. Conclusions and discussions

Sustainability of service organizations is largely conditioned by the human resource. Most of services companies in Romania face a shortage of staff in recent years, driven by the professional education elimination, abroad departures, and the major tendency of staff mobility. Under these circumstances, the sustainability of many individual organizations is questioned.

The study presents on the background of the analysis of services industry employees' situation, the effective factors related to job satisfaction and work engagement along with the link between each of them and business sustainability. Additional explanations need to be made from the beginning, to better understand the context of the research and how the results differ from those of other researchers. In a rational society, the relationship between RC and RS, respectively RA and RS should be direct, positive. As RC or RA grow, RS grows. These findings are in line with the presented literature, that underlines that role conflict, role ambiguity and role of stress are negatively linked to job satisfaction. Unfortunately, in Romania the communist regime (1947-1989) managed to greatly influence and alter the mentality of the people. Thus, reminiscences of the applied measures specific to those times have been maintained are still present in current life. The fact that there are conflicts between employees in the workplace, leads to an unconscious personal stress relief, in the general acceptance that these conflicts are not individual, and some or others fellow employees seem to generate or be involved in more conflict states than the ones concerned (Cioacă, 2018). The same circumstances are applied in the case of any situation of ambiguity occurred at the workplace. Employees experience a form of stress relaxation when they realize that other work colleagues also receive conflicting instructions and do not know how to properly handle the tasks received.

The first two hypotheses were formulated taking into consideration these facts, and the results confirmed that the overall effects of conflicts and ambiguity on the workplace reduce the stress perceived by employees. The relationships

between the observed and the unobserved constructs highlight the issues that matter most in the vision of the employees, being those that must also be considered by companies to harmonize employee-employer relationships.

The proposed model starts from the premise that RS is the main factor influencing JS, and RS is influenced by RC and RA. Many models treated in the specialty literature link RC and RA with JS (Tang and Chang, 2010; Tarrant and Sabo, 2016) and even with WE (Moura, 2014), those factors being considered in the same line with RS, respectively having all three a similar influence or importance. In the case of the present research, it was pointed out that RS is highly influenced by RC and RA and on its turn, stress, acts singularly with the effects taken from RC and RA directly on JS. Both RC and RA have a similar influence through RS mediation on the perceived satisfaction of employees. Going along the same thread, it is further observed that RS negatively influences JS in a significant proportion. Also, negative, even if in a slightly smaller proportion, RS influences through mediation of JS, the WE. The total effect on BS is closely related to the degree of satisfaction perceived by the employees and their desire to get involved in the smooth running of the company for which they work. As shown by the model under analysis, the strongest link is between JS and WE (0.91;  $p < 0.001$ ), and both factors largely influence BS. These findings are emerged from analyzing organizations that operate in the field of services in Romania, where the rate of change of workplace is relatively high (Smeureanu et al, 2013).

The main implication is that a company that want to maintain or consolidate its sustainability must first pay attention to its employees' level of satisfaction in order to identify what displeases them. Second, it has to implement measures that diminish stress at work, as it is known that a happier employee works much better. Reducing both conflictual situations and ambiguity of the current operation instructions, will lead to a greater retention of workers in the organization and will stimulate development of a durable engagement of the employees in the long run. From this perspective, the employee must first perceive a diminishing or eliminating conflicting states and receiving clear, unambiguous instructions. Reducing RC and RA progressively reduces stress at workplace. Any reduction of stress increases the JS and WE that altogether lead to the decrease of the desire to change the workplace and employees are encouraging the self-development in the current workplace starting from assuming the job with pleasure and finishing to contribute freely to the effective development of the company and therefore assuring BS.

However, similar results could be in other organizations in other fields, so research can be a starting point for more complex research in different fields of activity.

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