



The Effect of Multiple Role Conflict and Work Stress on Female Employee Performance with Work Motivation as a Mediator

Murni Nawungkrida^{1*}

Universitas Persada Indonesia Yayasan Administrasi Indonesia, Indonesia
Email: mariarida417@gmail.com

Dion Wahyudi²

Universitas Persada Indonesia Yayasan Administrasi Indonesia, Indonesia
Email: dion.wahyudi@gmail.com

Arum Ambianasari³

Universitas Persada Indonesia Yayasan Administrasi Indonesia, Indonesia
Email: syaathirarum@gmail.com

ABSTRACT

Female employees often face unique challenges in the workplace, especially when they have dual roles as workers and housekeepers. Dual role conflict can cause work stress, which impacts their performance at work. This study aims to analyze the effect of dual role conflict and work stress on the performance of female employees with work motivation as a mediator. This study uses a quantitative research method. The data collection method used in this study is to reveal the research variables using a scale. The data analysis method used in this study uses the help of the JASP Statistics application. The results of the study showed that there was a significant effect of dual role conflict on the performance of female employees. In addition, this study also showed that work stress had a significant effect on the performance of female employees in the educational institution. Furthermore, work motivation was proven to have an effect on the performance of female employees at YSM. This study revealed that dual role conflict affected the performance of female employees with work motivation as a mediator, and work stress also affected the performance of female employees with work motivation functioning as a mediator. The implications of this study indicate the importance of management paying attention to dual role conflict and job stress to improve the performance of female employees. In addition, the results of this study can serve as a basis for organizations in designing support programs that can increase work motivation and employee well-being.

Keywords: Conflict, Dual Role, Job Stress, Employee Performance, Work Motivation

INTRODUCTION

Resources in an organization are classified into two types, namely human resources and non-human resources. An organization that has a clear vision, mission and goals as well as complete and sophisticated infrastructure facilities, when not supported by potential human resources (HR), it will be difficult to achieve the goals desired by the organization (Borgia, 2014). In HR management and administration, employees are the main assets in an organization, thus HR management must be managed properly. Good management will produce HR that functions productively, effectively and efficiently to achieve the goals of an organization. Competition and demands in working professionally and skilfully are things that often cause pressure that must be faced by employees.

The Central Statistics Agency (BPS) in 2021 recorded that 49.99% of women became professional female workers, this value increased by 2.52% from the previous year, which was 48.76% (Ayun & Mukhlis, 2022). Along with the development of the era, and the intensification of the women's emancipation movement, having a career in the world of work is the ideal for most women. In addition to self-confidence, namely being able to have your own income in the sense of becoming an independent woman and a reason for applying the knowledge from the education that has been taken. For married women, financial independence is a reason to help the family economy. Married women who choose to continue working outside the home automatically have challenges, namely: carrying out two roles at once as workers and as housewives is not an easy role. Women who have dual roles are required to be professional in their work but are also required to take care of children and raise a family well. The role as a wife, housewife and worker is what is called the potential to cause conflict called dual role conflict, and has the potential to cause work stress.

Basically, this dual role conflict can occur in men and women, but in research that focuses on gender differences, it was revealed that women experience higher levels of dual role conflict than men. The reason is because men's roles are more flexible when compared to women's roles (Kim et al., 2020). According to (Safrizal et al., 2020) that the dual role conflict experienced by women is higher than men, the reason is that in addition to working outside the home or in the office, married women are also required to take care of their household and family such as taking care of children, being a mother and wife. Dual role conflict, as highlighted by Hamid et al. (2020), refers to the tensions that arise when work-related responsibilities disrupt family obligations, leading to challenges in managing time and stress. According to Greenhaus and Beutell, this conflict manifests when individuals struggle to balance their professional and familial roles (Braun & Nieberle, 2017). They further elaborate that dual role conflict occurs when the demands of work and family life clash, making it increasingly difficult to fulfil one role due to the pressures associated with the other (Tziner & Sharoni, 2014). Meanwhile, according to Carlson, Kacmar and Williams (2000), dual role conflict is a condition felt by individuals because one role interferes with another role. Dual role conflict as long working hours and severe dual role conflict are direct signs of dual role conflict, because excessive time and effort used for work results in a lack of time and energy that can be used to carry out activities in the family (Pluut et al., 2018).

In the world of work, work stress experienced by employees is a common occurrence. A survey conducted by (Ariyanti, 2014) of 340,000 employees in 69 cities from 53 countries in the world, Jakarta was ranked 6th as the city with the highest stress level. With a number of measurements, namely: views on work stress, lack of motivation at work, sleep hours and travel to work. This does not rule out the possibility of being experienced by women who play dual roles. Work stress encompasses a range of job-related factors known as work stressors that can lead to physical, behavioral, and psychological strain,

ultimately impacting both employee health and organizational well-being. According to Mangkunegara (2009), work stress manifests as the pressure employees feel while managing their work responsibilities.

Work stress, as defined by Gross (2017), occurs when individuals face pressure and tension within their work environment, leading to negative responses and a sense of being overwhelmed in fulfilling their responsibilities. Research has highlighted various consequences of work stress, such as reduced performance, job dissatisfaction, increased workplace accidents, unsafe work practices, and elevated absenteeism. For women balancing roles as both homemakers and professionals, high motivation becomes crucial in their work performance. The dynamics of work motivation in women can be linked to the dual role conflict and work stress they encounter, along with the underlying motivations that drive their professional pursuits.

Work motivation, as described by Ahmad (2021), is the process through which individuals are driven by their needs to engage in activities that help them achieve specific objectives. It reflects a willingness to invest significant effort towards organizational goals, influenced by the extent to which that effort satisfies an individual's needs. Deckers (2018) further elaborates that motivation initiates from physiological or psychological deficiencies that propel behavior towards specific goals or rewards, emphasizing that the motivational process relies on the interplay between needs, drives, and incentives.

The phenomenon that occurs in the field is that women work based on motivations including: to explore their potential, have existence in the social environment, and support the family economy. The demand for someone to have high performance is already part of the demands of an organization. High performance from individuals will support overall HR performance, but there are still many individuals who have not shown high performance which has an impact on the decline in the quality of HR as a whole. Individual performance can decline due to dual role conflicts. Basically, performance is related to the responsibility of individuals or organizations in carrying out what is the authority and responsibility given to them.

Performance measurement reflects what an organization has accomplished over a specified timeframe, encompassing inputs, processes, outputs, outcomes, benefits, and impacts (Dey et al., 2015). Bernardin and Russell describe work performance achievement as a record of results derived from job functions or activities conducted within a particular period (Viterbori et al., 2015). Evaluating performance is crucial as it informs personnel decisions and offers valuable feedback to employees regarding their contributions. Essentially, performance represents the output generated by job functions or indicators within a set timeframe, indicating the level of success achieved against established targets and tasks. It also reflects an employee's capability to execute assigned duties and meet the success standards set by the organization (Mudhofar, 2021).

The Yayasan Santo Markus (YSM) educational institution as the place to be studied is one of the private educational institutions located in East Jakarta. This educational institution has been established since 56 years ago. Currently, it has 1627 students with levels of KB, TK, SD and SMP and has around 155 employees. Consisting of 58 male employees and 97 female employees. These employees consist of educational workers (teachers) and education (non-teachers) from various disciplines providing services in accordance with the vision and mission of the YSM educational institution, namely to become a community of learners with character, intelligence, excellence and imbued with love. And has the slogan SINGA (sigap, iman, jiwa, senang, aktif).

The YSM educational institution which is located in two locations in East Jakarta manages 6 educational units, with 3 units each in one location, namely PG-TK, SD and SMP levels. By having most of the employees are female, this YSM educational institution has a high risk of dual role conflict and work stress. In this study, the author chooses exogenous variables, namely dual role conflict and work stress. Both of these variables have a very strong and positive influence on the performance of female employees and work motivation as a mediator. Previous research shows that the factors studied, namely: dual role conflict, work stress, and work motivation have a positive relationship and a strong influence on the performance of female employees. and work motivation mediates dual role conflict and work stress with the performance of female employees. Based on the description of the problems above, the author is interested in conducting research on the performance of female employees at the YSM educational institution by considering the factors, namely: dual role conflict and work stress through work motivation as a mediator.

RESEARCH METHOD

This study uses quantitative research methods (Brandenburg et al., 2014). This research was conducted at the Santo Markus Foundation (YSM) located in East Jakarta, from April to May 2024. The population in this study were employees who worked at YSM, totaling 155 employees. The research sample was married female employees of YSM, totaling 61 employees. The subjects in this study were married YSM employees. The research sample used a judgment sampling technique (purposive sampling) with non-probability techniques, namely sampling techniques carried out based on the characteristics set against the target population elements tailored to the research objectives or problems. The type of data used in this study is primary data obtained through distributing questionnaires to respondents. This questionnaire is designed to measure the variables of dual role conflict, work stress, work motivation, and employee performance. The data analysis method used in this research is path analysis which is carried out with the help of the JASP Statistics version 17.00 application to test hypotheses and analyze relationships between variables.

RESULTS AND DISCUSSION

Results

Table 1. Hypothesis Test

Model		Unstandardized	StandardError	Standardized	t	p
H ₀	(Intercept)	69.497	1.099		63.237	< .001
H ₁	(Intercept)	57.986	8.578		6.760	< .001
	KP	-4.907	1.484	-1.351	-3.307	0.001
	SK	8.238	1.707	2.330	4.827	< .001
	MK	-3.332	1.121	-0.849	-2.972	0.004

1. Hypothesis 1

The results of the regression analysis of KP or Dual Role Conflict on employee performance have a p value = 0.001. Based on the p value <0.005, there is a direct effect of dual role conflict on employee performance. In hypothesis 1, H_a is accepted and H₀ is rejected, where the variable of dual role conflict affects the performance of female employees at the YSM Educational Institution in East Jakarta.

2. Hypothesis 2

The results of the regression analysis of SK or work stress on employee performance have a p value = <.001. Based on the p value <0.005, there is a direct effect of role conflict on employee performance. In hypothesis 2, Ha is accepted and Ho is rejected, where the variable of work stress affects the performance of female employees at the YSM Educational Institution in East Jakarta.

3. Hypothesis 3

The results of the regression analysis of MK or work motivation on employee performance have a p value = 0.004 Based on the p value <0.005, there is a direct effect of work motivation on employee performance. In hypothesis 3, Ha is accepted and Ho is rejected, where the work stress variable has an effect on the performance of female employees at the YSM Educational Institution in East Jakarta.

Table 2. Indirect Effects

	Estimate	Std. Error	z-value	p	95% Confidence Interval	
					Lower	Upper
KP > MK > KIN	-0.166	0.415	-0.400	0.690	-0.978	0.647
SK > MK > KIN	-2.708	0.980	-2.762	0.006	-4.630	-0.786

4. Hypothesis 4

The results of the indirect path analysis of dual role conflict on employee performance, with work stress as a mediator, with a score value of p>0.05. In hypothesis 4, Ha is rejected and Ho is accepted, where there is no significant effect of dual role conflict on performance with work motivation as a mediator on female employees at the YSM Educational Institution in East Jakarta

5. Hypothesis 5

The results of the indirect path analysis of dual role conflict on performance with work motivation as a mediator, with a score value of p<0.05. In hypothesis 5, Ha is accepted and Ho is rejected, where there is a significant effect of dual role conflict on performance with work motivation as a mediator on female employees at the YSM Educational Institution in East Jakarta

Discussion

The Effect of Work Stress on Employee Performance

The regression analysis results indicate a significant relationship between work stress and employee performance, with a p-value of less than 0.005. This suggests that fluctuations in work stress levels directly impact the performance of female employees at the YSM East Jakarta Educational Institution. These findings align with Cristine Julvia's research (2016), which also demonstrated a negative correlation between work stress and employee performance through regression testing. The data indicates that increased work stress correlates with decreased employee performance, highlighting a detrimental effect in the study's context. Further analysis through partial testing confirms a significant negative influence of work stress on employee performance, yielding a coefficient of -0.309 and a significance value of 0.007. Supporting this, previous research by Ria Puspita Sari (Julvia, 2016) explored the effects of work stress and conflict on employee performance at PT Jambuluwuk Malioboro Boutique Hotel Yogyakarta, finding a similar negative impact, with a regression coefficient of -0.323. Additionally, Eko Yuliawan (Julvia, 2016) examined the relationship between stress, work conflict, and performance at PT Pindad Bandung, where the analysis revealed an F count of 2.639. In this case, the null hypothesis

was accepted, indicating no causal variable influenced the hypothesized relationship, further corroborating the findings of the current research.

The Effect of Dual Role Conflict on Employee Performance

The results of the regression analysis show that dual role conflict has an effect on employee performance, with a p value <0.005 . It can be interpreted that if the dual role conflict of employees increases or decreases, it will significantly affect the performance of female employees at the YSM Institution in East Jakarta. The results of this study are in line with the results of the study by Wahdaniah & Andi Gunardi (2018) that dual role conflict has a significant effect on the performance of employees of the Public Works Office of Majene Regency. This is in accordance with interviews conducted by researchers that dual role conflict such as work standards given in accordance with the working hours applied by the agency, the majority of employees stated that they agreed with the statement. The results of the T test can be seen the effect of dual role conflict, namely because $t \text{ count } 10.050 > t \text{ table } 1.998$, the hypothesis is accepted, which means that dual role conflict has an effect on employee performance at the Public Works Office of Majene Regency. This is also in accordance with the results of interviews conducted by researchers regarding dual role conflicts such as excessive assignments, the implementation of night working hours so that employees' dual role conflicts become more complicated and heavy, and the determination of work time given by leaders who must be completed on time also gives dual role conflicts to employees, one example also provides dual role conflicts in the form of insufficient rest time for employees so that dual role conflicts will feel heavier. So with dual role conflicts that are not too heavy, it will make physical and mental health remain stable or normal so that the work that will be done next is more optimal and performance results will not decrease.

The Effect of Dual Role Conflict on Employee Performance

The regression analysis reveals a significant impact of dual role conflict on employee performance, with a p-value of less than 0.005. This finding indicates that fluctuations in dual role conflict levels notably influence the performance of female employees at the YSM East Jakarta institution. These results align with the study conducted by (Rumijati & Arifiani, 2024), which found a direct effect of dual role conflict on performance quantified at -0.385, or a decrease of 38.5%. The calculated t-value of -2.821 falls below the t-table threshold of -2.036, and with a significance value of 0.008—well below the 0.05 confidence level—it confirms the acceptance of the alternative hypothesis (H_a). This suggests that dual role conflict negatively and significantly impacts the performance of female employees at PT Bank BNI (Persero) Tbk, Pare-Pare Branch. The clash between family and work responsibilities can diminish role performance, impair verbal communication, and disrupt marital harmony, leading to various negative consequences for both mothers and fathers in their careers. The effects of dual role conflict extend beyond workplace performance, also influencing everyday life within the household, particularly for married women and those with children (Schepers et al., 2016).

CONCLUSION

Based on the results of research conducted to analyze the effect of dual role conflict and work stress on the performance of female employees with work motivation as a mediator variable, it can be concluded that there is an effect of dual role conflict on the performance of female employees at YSM educational institutions in Jakarta. In addition, it was also found that work stress affects the performance of female employees at the institution. Work motivation affects the performance of female employees, and both dual role conflict and work stress influence the performance of female employees with work motivation as a mediator at YSM educational institutions in Jakarta.

BIBLIOGRAPHY

- Ariyanti, O. (2014). *Responses Of Fuel Subsidy Removal As Sustainable Transport Policy: Case Study: Workers In Jakarta*.
- Ayun, Q., & Mukhlis, I. (2022). Women's Contribution As Professionals And Women As Entrepreneurs To The Women's Human Development Index (Ipm) In Java Island. *Indonesian Journal of Multidisciplinary Science*, 1(9), 1101–1120.
- Borgia, E. (2014). The Internet of Things vision: Key features, applications and open issues. *Computer Communications*, 54, 1–31.
- Brandenburg, M., Govindan, K., Sarkis, J., & Seuring, S. (2014). Quantitative models for sustainable supply chain management: Developments and directions. *European Journal of Operational Research*, 233(2), 299–312.
- Braun, S., & Nieberle, K. W. A. M. (2017). Authentic leadership extends beyond work: A multilevel model of work-family conflict and enrichment. *The Leadership Quarterly*, 28(6), 780–797.
- Dey, P. K., Bhattacharya, A., Ho, W., & Clegg, B. (2015). Strategic supplier performance evaluation: A case-based action research of a UK manufacturing organisation. *International Journal of Production Economics*, 166, 192–214.
- Julvia, C. (2016). Pengaruh stres kerja dan konflik kerja terhadap kinerja karyawan. *Ilmiah Manajemen Bisnis*.
- Kim, J., Henly, J. R., Golden, L. M., & Lambert, S. J. (2020). Workplace flexibility and worker well-being by gender. *Journal of Marriage and Family*, 82(3), 892–910.
- Mudhofar, M. (2021). The effect of performance allowances on motivation, employees' work achievement and organizational performance in Government Offices. *Jurnal Administrasi Publik (Public Administration Journal)*, 11(1), 101–110.
- Pluut, H., Ilies, R., Curşeu, P. L., & Liu, Y. (2018). Social support at work and at home: Dual-buffering effects in the work-family conflict process. *Organizational Behavior and Human Decision Processes*, 146, 1–13.
- Rumijati, A., & Arifiani, R. S. (2024). Exploring Social and Organizational Support's Role: The Effect of Work-Family Conflict on Work Stress. *Jurnal Economia*, 20(1), 21–34.
- Safrizal, H. B. A., Eliyana, A., & Febriyanti, K. L. (2020). The Effect of Double Role Conflict (Work Family Conflict) on Female Worker's Performance with Work Stress as the Intervening Variable. *Systematic Reviews in Pharmacy*, 11(10).
- Schepers, J. J. L., Nijssen, E. J., & Van der Heijden, G. A. H. (2016). Innovation in the frontline: Exploring the relationship between role conflict, ideas for improvement, and employee service performance. *International Journal of Research in Marketing*, 33(4), 797–817.
- Tziner, A., & Sharoni, G. (2014). Organizational citizenship behavior, organizational justice, job stress, and workfamily conflict: Examination of their interrelationships with respondents from a non-Western culture. *Revista de Psicología Del Trabajo y de Las Organizaciones*, 30(1), 35–42.

Viterbori, P., Usai, M. C., Traverso, L., & De Franchis, V. (2015). How preschool executive functioning predicts several aspects of math achievement in Grades 1 and 3: A longitudinal study. *Journal of Experimental Child Psychology*, 140, 38–55.

Copyright holder:

Murni Nawungkrida, Dion Wahyudi, Arum Ambianasari (2024)

First publication rights:

[Syntax Transformation Journal](#)

This article is licensed under:

