

Work Stress Role in Mediating the Relationship of Multiple Role Conflict Toward to Performance

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Abstract: *This study aims to analyze and explain the effect of multiple role conflict toward to the employee's performance with work stress as a mediating variable with female employees of the Denpasar City Education and Job Training Institution as subject of research. The research design used to answer this problem was quantitative with a sample size of 48 people by using the saturated sample method. The data used in this study are primary and secondary both quantitative and qualitative data. Data analyzed by using structural equation modeling (SEM) with the partial least square (PLS) method which obtained the following research results: 1) Multiple role conflict has a positive but not significant effect on employee's performance at the Denpasar City Education and Job Training Institution. 2) Multiple role conflict has a positive effect on work stress of female employees at the Denpasar City Education and Job Training Institution. 3) Job stress has a positive and not significant effect on employee performance at the Denpasar City Education and Job Training Institution. 4) Work stress is not a mediator of the influence of multiple role conflict on the female employee performance of Denpasar City Education and Job Training Institution.*

Keywords: *Women's Multiple Role Conflict; Work Stress; Employee Performance*

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I. Introduction

Performance is an achievement or the level of success achieved by an individual or an organization in carrying out work in a certain period. Employee performance is very necessary or important, since through this performance, it will be known how far the employee's ability to carry out the tasks assigned to her. For this reason, it is necessary to determine the clear and measurable criteria and set them simultaneously as a reference. The efforts to improve employee performance including company leaders pay attention to the level of multiple role conflict and work stress. Employees, especially married female employee in carrying out their assigned tasks, they often get various conflicts that make employees feel depressed. One conflict that often occurs especially in female employees is multiple role conflict. Multiple role conflicts cause stress that can affect employee performance (Burhanuddin, *et al.*, 2018).

Maryam and Sulistiowati (2017) state that conflict occurs due to a discrepancy between expectations and reality, in the world of work the term conflict is explained by multiple role conflict, namely a form of conflict between roles, where the roles in work and family are conflicting, the employee has a higher level of difficulty in carrying out his role in the world of work compared to carrying out her role in the family as the head of the household or as a family member. As a result of multiple role conflicts in the company's life, then if it is not handled seriously it will have a very significant impact on the achievement of corporate goals, one of them is the low performance of employees that will affect the overall company's productivity. Other impacts also affect the employee, such as employees often feel stress.

Akbar (2017) explains that stress has a positive and negative impact. The positive impact of stress at a low level to moderate level is functional in the sense that it acts as a booster for improving employee performance, while the negative impact of stress at a high level is a drastic decrease in the female employee's performance. Multiple role conflict can have an impact on the decline in employee performance, while a decrease in employee performance can effect on increasing desire to quit, increased absenteeism, and reduced organizational commitment (Tjokro & Asthenu, 2015).

The phenomenon that occurs at the Denpasar City Education and Job Training Institution is that the majority of employees at that institution are female employees than men, where some of the female employees are married. This becomes interesting to study further regarding the level of female employee participation, so that it has the potential to become a multiple role conflict. Based on the results of the study, it shows that employee performance is determined by multiple role conflict and work stress. If it is associated with the phenomenon that occurs in the Education and Job Training Institution that employee performance is also determined by stress and multiple role conflicts. Results of the study have not been consistent, so this motivates researchers to conduct further research.

II. Conceptual Framework

Employee performance is an important factor that needs to be considered, since it is one of the contributing factors toward to organizational performance. The concept of research in this study is how employee performance is determined by multiple role conflict and work stress as described in role conflict theory, work stress theory, and previous empirical studies.

Warokka and Febria (2015); Ramopolli, *et al.*, (2017); Abdurrahman and Nurtjahjanti (2017) and Affilia and Utami (2018) succeed in proving that there is a negative and significant relationship between multiple role conflict on work stress. Other findings also prove that multiple role conflict affects work stress as stated by Armstrong, *et al.*, (2015); Permanasari and Santoso (2017); Rasmewahni (2018) and Burhannudin (2018). Employee performance is also influenced by work stress as stated by Ramopolli, *et al.*, (2017); Burhanuddin, *et al.*, (2018), and Ajayi (2018). Based on the theoretical review and previous research, the concept of this research can be described into the conceptual framework as follows:

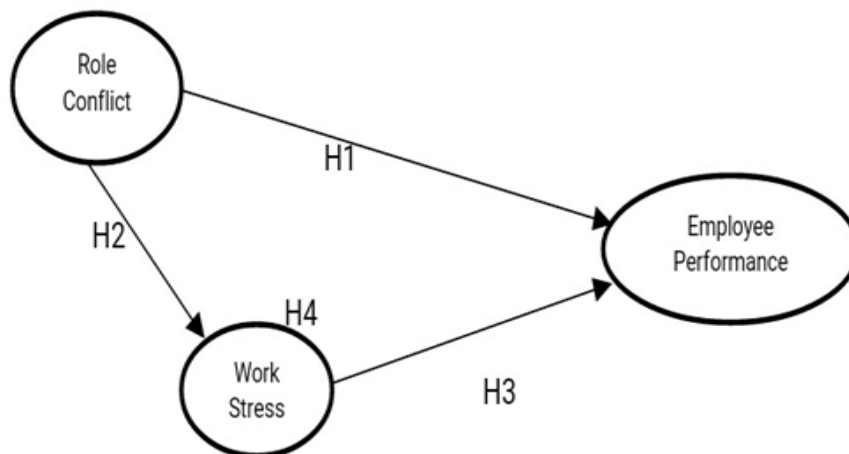


Figure 1. Conceptual Framework Diagram

Variable Identification

The variable used in this study is multiple role conflict as an influential (independent) variable. In this case, work stress as a mediating variable and employee performance is the dependent variable. Identification of variables in this study contains independent variables and dependent variables. The independent variables in this study are multiple role conflict variables (X), work stress (Y₁) as mediating variables, while the dependent variable is employee performance (Y₂).

Operational Variable Identification

Operational definition describes certain ways that used by researchers in operationalizing the construct (abstraction of observable phenomena from many dimensions), making it possible for other researchers to replicate measurements in the same way or develop better methods of measuring constructs.

Multiple Role Conflict

The multiple role conflict is described further as work-family conflict that is a problem of work that disturbs the family. The indicator of this variable according to Asvita (2015) states that work-family conflict indicators consist of 3, namely 1). Work based interference with family time, 2) Strain based work interference with family and 3). Behavior based work interference with family.

Work Stress

Work stress is an imbalance between female employee's personality characteristics of the Denpasar City Education and Job Training Institution and characteristics of work aspects, and it can occur in all work conditions. Asvita (2015) states that work stress indicators consist of the following: 1) Workload, 2) Demands / pressure from superiors, 3) Tension and errors and 4) Decreasing levels of interpersonal relations.

Employee Performance

Employee performance is the employee's achievements records of Education and Job Training Institution in their work, or the results of one's work on the ability of the nature or characteristics of the employee and their perception toward to the role that must be performed. The indicator used to measure the female employee's performance of the Education and Job Training Institution in this study refers to the idea by Gomes (2000) and Adelia (2015) namely 1). Quantity of work, 2) Quality of work, 3. Job knowledge, 4). Creativeness, 5). Cooperative, 6). Dependability, 7) Initiative, 8). Personal qualities.

Research Hypothesis

H1. Multiple role conflict has a negative and significant effect on employee performance.

H2. Multiple role conflict has a positive and significant effect on employee work stress.

H3. Job stress has a significant effect on employee performance.

H4. Job stress mediates the relationship of the negative multiple role conflict influence on employee performance through work stress.

III. Method

This research was conducted at the Denpasar City Education and Job Training Institution. This institution is a company engaged in educational services. This study used a quantitative type survey method. Quantitative research is defined as an investigation of social or humanitarian problems by testing theories that are built on

a number of variables, measured by numbers, and analyzed by statistical procedures. The sampling technique used in this study is a saturated sample method, which means that all members of the population are sampled, since the number was small, that is below 100. The character of this research is explanatory research, which aimed to explain the causal relationship between exogenous variables and endogenous variables. In analyzing the hypothesis test of the influence of exogenous variables with endogenous variables in this study was used Smart PLS (Partial Least Square) software.

IV. Result and Discussion

The results of the validity and reliability construct test show that all indicators used in reflecting the construct under study showed that the Cronbachs Alpha value greater than 0.60, it means that all measured indicators are reliable and valid, as shown in tables 1 and 2 below:

Table 1. The Result of Variable Reliability Test

No	Konstruk	Cronbach's Alpha	N of Items	Keterangan
1	Konflik Peran Ganda (X)	0,843	6	Reliabel
2	Stres Kerja (Y1)	0,819	4	Reliabel
3	Kinerja (Y2)	0,827	8	Reliabel

Table 2
The Result of Variable Validity Test

No	Variable	Question Items	Validity	
			Coefficient	Valid/Invalid
1.	Multiple Role Conflict (X)	X.1	0,829	Valid
		X.2	0,850	Valid
		X.3	0,757	Valid
		X.4	0,663	Valid
		X.5	0,634	Valid
		X.6	0,750	Valid
2.	Work Stress (Y1)	Y.1.1	0,901	Valid
		Y.1.2	0,842	Valid
		Y.1.3.	0,664	Valid
		Y.1.4	0,800	Valid
3	Employee Performance (Y2)	Y.2.1	0,592	Valid
		Y.2.2	0,541	Valid
		Y.2.3	0,411	Valid
		Y.2.4	0,476	Valid
		Y.2.5	0,500	Valid
		Y.2.6	0,543	Valid
		Y.2.7	0,632	Valid
		Y.2.8	0,560	Valid

Source: Data processed, 2019

Evaluation of the structural model (Structural Model / Inner Model) is a measurement to evaluate the level of accuracy of the model in the overall research which is formed through several variables with the indicators.

1) Evaluation of Structural Models Through R-Square (R^2). Based on the test results obtained by the performance value of R^2 is 0.05. Based on Chin criteria (Lathan and Ghazali, 2012: 85), the model includes strong model criteria, it means that the multiple role conflict variation and work stress can explain performance variations by 93% percent, the remaining 7% percent is explained by variations in other variables outside the analyzed model.

2) Evaluation of Structural Models through Q-Square Predictive Relevance (Q^2). Based on the test results obtained by Q-Square Predictive Relevance (Q^2) is 0.36 where the estimation model is included in the strong criteria, it means that 36 percent variation in endogenous constructs can be predicted by variations in exogenous constructs.

3) Evaluation of Structural Models through Goodness of Fit (GoF). Based on the results of testing, it is found that 0.42 with the predicate of the global model is large predictive. This means that 42% predictand can be explained by all predictors used in the estimation model.

The Effect of Multiple Role Conflict on Employee Performance

Based on the analysis results show the effect of multiple role conflict on employee performance is positive and not significant, it means that the increasing multiple role conflict of employees where multiple role conflict is able to be managed properly by the employees and it is not able to improve employee performance. Non-influential multiple role conflict on performance can be explained from the characteristics of respondents, that is almost part of the average work period of employees is under 1 year at 8.4% and between 1-3 years at 64.5%. Respondents with a work period less than 3 years and also supported by the majority of respondents aged between 21-30 years, so that the experience of respondents in work tends to have a low multiple role conflict. The low multiple role conflict allows employees to be functional and as a stimulus for employees, but the low multiple role conflict has not been able to improve employee performance.

The results of this study are different from a description by Robbins (2013) which stated that conflicts within organizations can be functional and dysfunctional. Dysfunctional conflicts lead to increasingly poor employee performance while functional conflicts lead to better employee performance.

In general, the results of this study is different from the results of previous studies conducted by Abdurrahman and Nurtjahjanti (2017) who examines female employees at the National Nuclear Energy Agency (Badan Tenaga Nuklir Nasional). The results of the survey shows that there are a negative and significant relationship between work-family conflict and work involvement which means that the more

positive work-family conflict, the lower involvement of work, so the resulting performance is also getting lower, and Affilia and Utami (2018) who examined female employees of the Permata Bunda Malang hospital also proves that work-family conflict affected performance.

It indicates that the level of multiple role conflict in female employees in the BATAN office and Hospital is high, so it significantly affects employee performance. This is different from the level of complexity of the task or work at Education and Job Training Institution. Although multiple role conflict can be managed properly by employees, this is not able to improve employee performance. The lack number of employee with a long working period becomes a determining factor for the low level of multiple role conflict.

Effect of Multiple Role Conflict on Employee Work Stress

Based on the results of the analysis, the influence of multiple role conflict on employee work stress is positive and significant towards employee work stress. It means that the higher multiple role conflict level in female employees at the Denpasar City Education and Job Training Institution can increase the level of work stress.

By the low multiple roles conflict of female employees at the Denpasar City Education and Job Training Institution, it significantly affects the low level of work stress on female employees at this institution.

The results of this study support the statement declared by Luthan (2006) that multiple role conflict and work stress are two interrelated variables. One causes of stress is the employee self-factor, in this case due to the role conflict. Multiple role conflict will cause someone to experience work stress if they cannot manage conflicts that occurs in their work environment, work stress occurs because someone is pursued to achieve certain targets.

In general, the results of this study supports the results of previous studies that conducted by Armstrong, *et al.*, (2015); Permanasari and Santoso (2017); Rasmewahni (2018) and Burhannudin (2018) who state that multiple role conflict is an important factor in giving an impact on increasing employee work stress, the influence of leadership influence on employee work spirit.

Effect of Work Stress on Employee Performance

Based on the results of analysis, the effect of work stress on employee performance is positive and not significant on employee performance, it means that the increasing work stress of female employees in the Denpasar City Education and Job Training Institution will not improve employee performance.

The non-effect work stress on employee performance can be explained from the characteristics of respondents, it can be showed by the average working period of

employees under 1 year are at 8.4% and the working period of employees between 1-3 years are at 64,5%. Respondents who have working period of less than 3 years and also supported by the majority of respondents aged between 21-30 years are employees who are just starting to work, and they want to show loyalty and totality to the company. Even though there are problems or conflicts between employees, the employees try to work professionally by controlling or managing conflicts as well as possible. This can be seen from the answers of respondents who most of the respondents does not agree to feel that they have an unfavorable relationship with colleagues.

This study explains that the low levels of stress on female employees of Denpasar City Education and Job Training Institution will not increase employee performance. The female employees in this institution feel comfy working in the office by trying to minimize conflicts or problems with their colleagues and they want to give the best to the company, although the effect is not able to significantly influence employee performance.

The results of this study are different from the statement from Akbar (2017) which explains that stress have a positive and negative impact. The impact of positive stress at a low level to moderate levels is functional in the sense that it acts as a booster of increasing employee performance, while the negative level of stress is a drastically decrease in the performance of female employees.

In general, the results of this study are different from the results of previous studies conducted by Suryani, *et al.*, (2014) which examines SPA employees in Bali stating that family conflict has a significant positive effect on work stress, and Burhanuddin, *et al.*, (2018) who also succeed in proving work stress has a negative and significant effect on employee performance. It is indicated that the level work stress of female employee at SPA in Bali was high, so it significantly affects employee performance. This is different from the level of complexity of the task or work at the Education and Job Training Institution. Although multiple role conflict can be managed properly by employees, this is not able to improve employee performance. The lack numbers of employees who have a long working period become a determining factor for the low level of multiple role conflict.

Work Stress Mediates the Effects of Multiple Role Conflict on Employee Performance at Denpasar City Education and Job Training Institution

Based on criteria conducted by Hair, *et.al.*, (2010), work stress is not a mediation between multiple role conflicts and employee performance. Work stress has not been able to explain the multiple role conflict relationship and employee performance because of the indirect relationship between work stress and employee performance is not significant, while multiple role conflict also has a non-significant effect on employee performance. The meaning of the mediating variable role shows that the influence of multiple role conflict on employee performance has not been able to be delivered properly by employee's work stress or in other words work

stress does not mediate the relationship of multiple role conflicts to the employee performance of Denpasar City Education and Job Training Institution.

The results of this study are different from the research conducted by Suryani, *et al.*, (2014) on SPA employees in Bali who have successfully proven that work stress is the mediator of the family conflict effect on employee performance. The findings are the family conflict had a positive and not significant effect on employee performance.

Family conflict has a positive and significant effect on work stress and work stress has a positive significant effect on performance. The direct effect of multiple role conflicts on performance was not proven. But the indirect influence through work stress intermediaries can be proven to have the effect of multiple role conflict on the performance of SPA employees. The multiple role conflict that is occurred in SPA employees is low and has a positive impact on work stress, it means that work stress turning from the influence of multiple role conflict can be minimized by employees and finally work stress also has a positive effect on employee performance.

Research Implication

Theoretical implications, based on the test results show that employee performance was determined by multiple role conflict and work stress. The multiple role conflict reflects the strongest indicators signaled by statement “felt that preferred to be housewives rather than having work.” Work stress is reflected most strongly by the presence of supervisor pressure. Stress is more dominant in determining employee performance than multiple role conflicts, while stress is determined by multiple role conflicts, so stress has to be monitored and managed to improve employee performance.

While the practical implications proves that employee work stress can be affected by multiple role conflicts. The results show that the level of multiple role conflict is low and the level of work stress is also very low. This means that female employees at the Denpasar City Education and Job Training Institution can manage factors that can cause role conflict and work stress. The results of this study indicates that the increasing multiple role conflict and work stress can be managed well, but it does not improve performance. Thus, the multiple role conflict and employee work stress of the Denpasar City Education and Job Training Institution should be more cared for and managed by both leaders and employees by paying attention to the indicators forming multiple role conflicts and work stress as an important factor in triggering employee performance. Even though the multiple role conflict and work stress are low, the leadership of the Denpasar City Education and Job Training Institution needs to pay attention to the factors that determine employee performance such as motivation, job satisfaction and also organizational commitment.

V. Conclusion

Based on the description and the result of analysis, the conclusion of this research can be formulated as follows:

1. Multiple role conflict has a positive but not significant effect on employee performance at the Denpasar City Education and Job Training Institution. These results imply that there are the increase of multiple role conflict but it is able to be managed well, it does not disrupt the performance of female employees significantly.

2. Multiple role conflict positively influences the work stress of female employees at the Denpasar City Education and Job Training Institution. These results mean that the multiple role conflict is increasing, even though it has been managed well but still increased employee work stress.

3. Job stress has a positive and not significant effect on employee performance at the Denpasar City Education and Job Training Institution. These results imply that the increasing work stress and being able to be managed properly, it will not be able to significantly improve the performance of female employees at this institution.

4. Job stress does not mediate the effect of multiple role conflict on the female employee performance of Denpasar City Education and Job Training Institution. This result means that the performance of female employees cannot be significantly affected by work stress. The results of the analysis also proved that employee performance directly cannot be significantly affected by multiple role conflicts. While the results of other tests has been proven there is a direct effect of multiple role conflict on performance, and it is positive and significantly against work stress. The positive and significant influence of multiple role conflict and work stress on employee performance can occur if multiple role conflict and work stress can be managed properly by the leadership and the female employees themselves, but the effect is not significantly on employee performance.

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