

The Effect of Double Role Conflict (Work Family Conflict) on Female Worker's Performance with Work Stress as the Intervening Variable

Helmi Buyung Aulia Safrizal¹, Anis Eliyana^{*2}, Kurnia Lail Febriyanti³

¹Universitas Airlangga
Universitas Trunojoyo
helmi.buyung-13@feb.unair.ac.id

²Universitas Airlangga
anis.eliyana@feb.unair.ac.id

³Universitas Trunojoyo
kurnialailfebriyanti2126@gmail.com

Corresponding Author: Anis Eliyana, Universitas Airlangga
Email: anis.eliyana@feb.unair.ac.id

ABSTRACT

The contribution of women workers to economic development can be seen from the tendency for women workers to participate in the workforce. The dual role is known to have become a phenomenon or a common case in the world of work, with many female workers involved in the industrial world. This study discusses the problems that occur in the company PT Kembang Bulan Group. The problem that occurs in this study is related to multiple role conflicts that can affect the performance of female workers and does not rule out the possibility that these employees will experience work stress. In this study, there are 3 variables, namely work family conflict, career woman performance and work stress as mediating variables. This study used a quantitative approach, and the number of respondents was 60 people. The purpose of this study was to examine the effect of multiple role conflict on employee performance with job stress as an intervening variable. This study uses the Partial Least Square (PLS) analysis technique through path analysis, which is part of Structural Equation Modeling (SEM).

Keywords: Dual Role Conflict (Work Family Conflict), Career Women Performance, Work Stress, Women Labor Force Participation, Economic Growth

Correspondence:

Anis Eliyana
Universitas Airlangga
Email: anis.eliyana@feb.unair.ac.id

INTRODUCTION

Work is an economic activity carried out by a person with the intention of helping to earn income or profit, at least 1 hour (uninterrupted) in the past week (Central Statistics Agency, 2018). In the last few decades, economic development and growth have occurred very rapidly. This encourages a woman to participate in fulfilling household needs. So, it is not surprising that nowadays we often encounter working women. In the current era, where science and technology are developing rapidly, it has eroded the barriers that separate men and women to work. Also supported by evidence of Indonesia's population of 2,650,153,000 and the number of women who work and are registered in Indonesia is 47.02% (Central Statistics Agency, 2018). Worldwide, the participation of women in the world of work has started to increase since the 1960's (U.S Census Bureau, 2003). So, this shows that in terms of quantity, female workers are a very potential labor factor. The demand to support the household economy is one reason for women to work.

A career woman is a woman who is in a job or profession and does various activities to increase her results and achievements. The term career woman is not appropriate if it is shown to all women who work in offices only, actually it is not always like that, work anything as long as you get an income and an advancement in life is a career (Anoraga, 2009). The participation of women today does not only demand equal rights but also expresses a function that has meaning for development in Indonesian society. This participation concerns the role of tradition and transition. Traditional or domestic roles include the role of

women as wives, mothers and household managers. Meanwhile, the transitional role includes the notion of women as workers, members of society and human development. The transitional role of women as a workforce is actively involved in economic activities (earning a living) in various activities according to their skills and education and available employment opportunities (Imelda, et al., 2008).

Promotion of women's education as well as economic pressure can lead to large numbers of women entering the labor market and changing the structure of the global labor market (Ajala, 2017). The increase in the dual-career household syndrome also makes employees increasingly occupy work and family roles simultaneously, thus making employees have to face work-related demands that limit the performance of family roles or family-related demands that limit the work performance of female employees. In addition, according to Jang et al., (2016) globalization has affected families as more women are now entering the workforce, which means there are more families with multiple careers (Md-Sidin et al., 2010).

Globally, work-family conflict remains an important field of research because it is to study demographic changes and their impact on the role of work-family and individual welfare (Ukeka & Lasisi, 2019). Interaction or work-family conflict clearly shows that a large amount of research in this field is more concentrated on women (Ukeka & Lasisi, 2019). According to Haggard et al., (2011), many studies that side with women in this case are based on concerns over women's role conflicts, both as mothers / wives and as workers.

Work-family conflict is a form of conflict between roles where the role pressure from work and family cannot be contradicted or harmonized in certain aspects (Utami *et al.*, 2020). The work demands relate to the stresses that come from excessive workloads and time to complete work, such as work that has to be done hastily and has a deadline. Work-family conflict is a conflict that occurs in an individual due to taking on multiple roles, both in work and in the family, where time and attention is too devoted to one role only, so that the demands of other roles cannot be fulfilled optimally. There is currently an increasing trend for women to play multiple roles known as dual career households, through an increasing number of female workers placing work and family roles together, and demanding that they share roles effectively in order to avoid conflict between these roles. performed successfully (Seren Intepeler *et al.*, 2019).

Work-family conflict and work stress are two interrelated variables because it is known that work-family conflict will cause a person to experience work stress if he cannot manage the conflict that occurs. Job stress is defined as emotional disturbance, which is physical harm that occurs when work does not require or is not related to workers' resources, skills and needs (Park, 2017). Job demands are known to be related to stress resulting from excessive workload and time, such as; work to be completed in haste and deadlines. Meanwhile, family demands related to the time it takes to handle household tasks and look after children are determined by the size of the family, the composition of the family and the number of family members who are dependent on other members (Paillé *et al.*, 2014). So that the demands of work and family demands are expected to be carried out properly so as not to cause a work-family conflict which also leads to work stress.

Indonesia as a developing country has actually positioned women at an equal level with men, especially in terms of manpower, because whether they realize it or not, women have a very important economic role in national development, in addition to other roles. If you look at the phenomenon that is currently developing, the problem of female employment shows that there are various gaps everywhere even though the Manpower Act, especially in Law Number 13 of 2003 concerning female labor. So that demands are also starting to be directed at company owners so that they adopt policies related to work-family conflicts and make work-family conflicts as one of the important decisions in related companies. The success of the company's performance can be seen from the performance achieved by its employees. Employee performance is the result of an employee's work during a certain period compared to various possibilities such as targets, standards, or criteria that have been determined and agreed upon (Muzakki *et al.*, 2019). Thus, the company demands that its employees be able to display optimal performance because good or bad performance achieved by employees will affect the overall performance and success of the company.

PT. Kembang Bulan Group is a traditional medicine company that was originally pioneered by Chinese medicine experts, namely the Lie Boen Tjong family who started its first production in the 1960s. With modern equipment and materials that are guaranteed and efficacious, making PT. Kembang Bulan Group Surabaya produces herbal medicines that can compete in the market. The number of employees who work at PT. Kembang Bulan Group Surabaya consists of 270 people

consisting of 150 female employees and 120 male employees. It can be concluded that the number of female employees at PT. Kembang Bulan Group Surabaya is bigger than male employees. To achieve the annual target, PT. Kembang Bulan group is known to implement a target system per day, that is, the employees of this company must reach the target of 1 vet or around 1,080 boxes of medicine per day and usually that target can be met by employees unless there are obstacles. If the target is not met in one day due to problems such as medicinal powders, capsules or medicine boxes that have not arrived at the production site, the remaining unfulfilled targets will be delegated the next day which automatically has to work twice as much to meet today's and yesterday's targets (Suní, 2020, Interview Results, July).

On the basis of the various problems and descriptions above, the author tries to conduct research with the title "**Analysis of the Effect of Multiple Role Conflict (Work - Family Conflict) on Female Employee Performance with Work Stress Variable as an Intervening Variable**".

LITERATURE REVIEW

Theoretical basis

Dual Role Conflict (Work-Family Conflict)

Work-Family Conflict (WFC) as defined by (Greenhaus & Beutell, 1985) is a type of dual role conflict in which the role demands of work or family do not fit in some way. According to Jang *et al.*, (2016), a predetermined or expected role results from a person's expectations about accurate behavior in a certain position. Role conflict is described as a psychological tension caused by a role stress conflict. Both work and family domain have their respective demands and problems and can result in work disrupting family life, or vice versa. Work-family conflict is a form of conflict between roles where the role pressure from work and family cannot be contradicted or harmonized in certain aspects (Utami *et al.*, 2020). The work demands relate to the stresses that come from excessive workloads and time to complete work, such as work that has to be done hastily and has a deadline. Work-family conflict is a conflict that occurs in an individual due to taking on multiple roles, both in work and in the family, where time and attention is too devoted to one role only, so that the demands of other roles cannot be fulfilled optimally. So it can be stated that employees who are unable to balance or divide their time for family and work affairs can cause conflict, namely, work-family conflict or often called dual role conflict (Kura *et al.*, 2020). Work-family conflict is a form of conflict between roles whose role pressure comes from work roles and family roles, and there is a mismatch between these roles in several ways.

Job Stress

The term stress is taken from one of the well-known stress researchers Hans Selye (Hassan, 2017), and stress is defined by Arnold & Feldman (1986), as a person's response through new situations or hostility in the work environment. Whereas work stress is defined as emotional disturbance, which is physical harm that occurs when work does not need or is not related to workers' resources, skills, and needs (Park, 2017), therefore it is identified as mental and physical challenges for workers. a person, and even an organization. Job stress can also be interpreted as an emotional and physical response that is harmful to employees, and employees perceive any work situation will present demands that threaten to exceed their ability and resources to meet them (Rabenu *et al.*, 2017). According to Rismi & Said, (2019) work stress has several

sources, namely, part-time work, working conditions where each employee has an excessive workload, ambiguity, very dangerous physical conditions, interpersonal and organizational structures where they work. Work stress is also a process that can cause a person to feel uncomfortable, sick, or tense due to their job, workplace or certain work situations (Silviana, 2016). In addition, according to Thayib *et al.*, (2013) the potential impact of stress is subjective effects, such as anxiety, indifference, aggression, depression, boredom, fatigue, loss of patience, frustration, low self-esteem, nervousness, and feeling lonely. So, in general, work stress is seen as a negative condition that depends on the employees themselves.

Employee performance

Performance is a stage of achievement in completing certain work and can be referred to as work achievements carried out by individuals from the organization (Eliyana *et al.*, 2019). Whereas employee performance is the result of an employee's work during a certain period compared to various possibilities such as targets, standards, or criteria that have been determined and agreed upon (Muzakki *et al.*, 2019). Employee performance is also known to be a factor that can affect organizational profitability. Employee performance also includes what the employee does or does not do, and includes the achievement of activities that lead to important results (Morrison *et al.*, 2020). Employee performance is known to be a stage of achievement as a work achievement that has been done by an employee. Dar *et al.*, (2011) argue that work performance will focus on how an employee can use resources effectively to achieve the responsibilities assigned to him. So that it is related to employee performance who can assess whether someone completes their job well or not (Javed *et al.*, 2014). It is also supported by a statement from Utami *et al.*, (2020) that performance is the result achieved by a person in carrying out the tasks assigned to him based on experience, skills, advantages, and time. Employee performance is an assessment of whether an employee has carried out his duties properly, both in quality and quantity achieved in carrying out his job duties in accordance with the responsibilities that have been given.

Hypothesis Development

Multiple Role Conflict (Work-Family Conflict) and Employee Performance

Conflict is triggered in principle by an imbalance and unmatched pressure that arises in the roles performed by employees. As one of the issues that often comes up in discussing the consequences of work-family conflict, performance itself is the implementation of a plan that has been prepared (Seren Intepeler *et al.*, 2019). The implementation of performance is carried out by human resources who have the competence, ability, motivation and interest. How an organization respects and treats its human resources will affect attitudes and current performance behavior. Ukeka & Lasisi, (2019) assert that gender bias in favor of women is further strengthened by the need to understand how progressive dynamics can influence work-family interactions for more women in the global workforce. It has been found that according to Wijayati *et al.*, (2020) work-family conflict has a significant effect on the performance of female employees (teachers). In this study, it was stated that one of the main challenges faced by female employees was work life conflicts that affected employee performance. This can be caused by

excessive working hours for married female employees at work which can have an impact on work-family conflicts. Perceived work-family conflicts can also cause discomfort and fatigue and this can lead to absence of these employees (Kazmi *et al.*, 2018). So that it can affect the difficulty of the resulting performance. Work-family conflict can also have an impact on family welfare by negatively impacting marriage, family and life satisfaction. Laode *et al.*, (2017) stated that excess work and role ambiguity, and factors that cause the absence of free time due to scheduled work, daily tasks and overtime can lead to work-family conflicts. That way, the stages of accomplishment in completing the job will be more difficult than usual. Supported by the statement of Soomro *et al.*, (2018) which states that the effect of a larger spillover, such as what happens when employees bring their work assignments home, will disrupt the employee's family life (Morrison *et al.*, 2020). So that when a work-family conflict occurs, female employees will affect their family life and also have an impact on their work-related performance. Thus, in this study hypothesizes that:

H1: Dual Role Conflict (Work-Family Conflict) can significantly affect employee performance

Dual Role Conflict (Work-Family Conflict) and Job Stress

Work-family conflict is a conflict that occurs in individuals because they assume multiple roles, both in work and in the family, where time and attention is too devoted to one role only, so that the demands of other roles cannot be maximally fulfilled (Utami *et al.*, 2020). This role conflict should be considered as a stress-forming factor in the workplace. This is a consequence for women who have multiple careers to always maintain or perhaps improve their performance in addition to having to take care of their household. Dewe *et al.*, (2010) focus on work-family conflict as "one type of stressor." In addition, Fu & Schaffer, (2001) consistently found a positive relationship between stress factors related to work and work-family conflict. The study found that individuals who experience stress at work, have demands for higher output, and a lack of supportive work relationships may report negative moods at home and similar discord in their marriages. In this case, the "spillover model" is especially helpful because it shows specifically that psychological reactions to work, such as satisfaction or emptiness, are transferred to family life. A worker will complain of being torn between work life and family life, and unable to work adequately in both lives, their confused emotions affect their behavior both at work and at home, resulting in more stress. However, when individuals strike a balance and find a mode of vivendi between home and work demands, stress decreases simultaneously (Rabenu *et al.*, 2017). So, it is known that work-family conflict will cause stress to female workers, and this stress can be handled by them according to their abilities.

Having a heavy workload, experiencing difficulty in reconciling work and family life, having long and irregular working hours, can cause conflicts in work life and family life (Mansour & Tremblay, 2016). These employees are known to be exposed to stress at work, which causes employees to have major challenges in coping with it. Previous research has shown that conflict between work and family demands is higher in women than men because women spend more time on work and family activities simultaneously (Jang *et al.*, 2016). This happens because in principle a woman is still responsible for the house and family even though they also have to work. Women usually turn to women's types of work to minimize conflicts with

family roles, because these jobs tend to be more flexible. However, increasing status in this job is sometimes more difficult to achieve. According to [Mansour & Tremblay, 2016](#)) work-family conflict can cause stress in the workplace where resources are lost in the management process, both work and family roles. Thus, job stress is associated with the difficulties faced by employees to combine work and family life. Thus, in this study hypothesizes that:

H2: Work-Family Conflict can significantly influence Work Stress

Job Stress and Employee Performance

Role ambiguity, job demands, organizational change, bullying and violence are some of the stress factors that are common in the workplace ([McTernan et al., 2013](#)). Employees who perceive the workplace to become stressful if the demands for performance are greater than the tools, resources, and skills available to them to do the job, so they feel unappreciated for their efforts ([Foy et al., 2019](#)). [Risimi & Said, \(2019\)](#) said that almost all work conditions can be stressful. Work stress occurs because the demands in the workplace are not matched by the personal abilities of a worker. Meanwhile, stress that is used by employees can make employee performance triggered to be better because stress will be caused by superior pressure. Thus, in certain circumstances it can trigger employees to create innovative ideas in solving problems and work so that stress becomes a constructive condition. For example, a person has a target in his job and requires a larger steering staff so that the people around him will be stressed until the work target is achieved and get job satisfaction and job evaluation in the form of proper performance, and the level of stress experienced will also decrease. This is also supported by the statement of [Foy et al., \(2019\)](#) which states that stress has a negative and positive effect on performance. Too little stress can also lead to boredom and lack of concentration, initiative and motivation ([Leung et al., 2011](#)), while positive stress can lead to higher levels of performance and productivity. In addition, the research of [Utami et al., \(2020\)](#) revealed a negative effect on stress. Stress is known to cause aggression and low job performance if it serves as a negative factor. The stress experienced by employees causes the organization to suffer losses. The stress experienced by employees will have a negative impact on employees which also has an impact on decreasing effectiveness. In addition, stress can also affect employee performance in the form of a decrease in work performance. Unrealistic demands, lack of resources and constraints on employees cause the workplace to become stressful and can have a negative impact on performance ([Sinha & Subramanian, 2012](#)). Such exposure to workplace stress will also negatively impact job performance by

reducing interest in work activities and initiatives and can lead to poor physical health and symptoms of psychological distress. Thus, in this study hypothesizes that:

H3: Job stress can significantly affect employee performance

Job Stress Mediates Dual Role Conflict (Work-Family Conflict) on Employee Performance

The dual role conflict type explains where the role demands of work or family do not fit in some ways ([Jang et al., 2016](#)). Conflict is triggered in principle by an imbalance and unmatched pressure that arises in the role assumed by the employee. Seeing the amount of responsibility of a worker, it cannot be denied that work in the workplace can cause work stress. For female employees who have multiple roles in their families will increase their stress levels ([Kura et al., 2020](#)). The dual role conflicts experienced by career women can cause obstacles in their work which affect their performance in doing their jobs. Multiple roles can make it difficult for women to succeed in work, family, and interpersonal relationships at the same time ([Utami et al., 2020](#)). If you don't want to be like that, it is suggested that women are not principled as superwomen who are able to do everything themselves. The inability of career women to resolve multiple role conflicts can cause them to display negative work attitudes, for example, lack of motivation to work, lack of concentration, because family matters will affect organizational performance. For example, a situation makes them involved in working overtime which forces the cancellation of family events, while stress in caring for a sick child affects a person's ability to concentrate at work ([Achour et al., 2017](#)). Behavior-based conflict is described as a mismatch of emotional boundaries in the workplace with the openness expected by family members. Work-family conflict will cause female employees to feel burdened by many demands and cause work stress. In order to avoid creating a negative effect on their performance in the workplace, women workers should have the skills, abilities and knowledge to take positive perceptions to avoid a decline in their performance. Because the extent to which pressure related to family can burden a person, but also may be a function of the special circumstances (positive or negative) of both the individual and the family ([Rabenu et al., 2017](#)). Because it is known the age and maturity of a person, the number of children and other dependents are factors that can affect an individual's ability to cope with them. So that each person is different in how to overcome the problems he is facing. Thus, in this study hypothesizes that:

H4: Job Stress can mediate Work-Family Conflict on Employee Performance

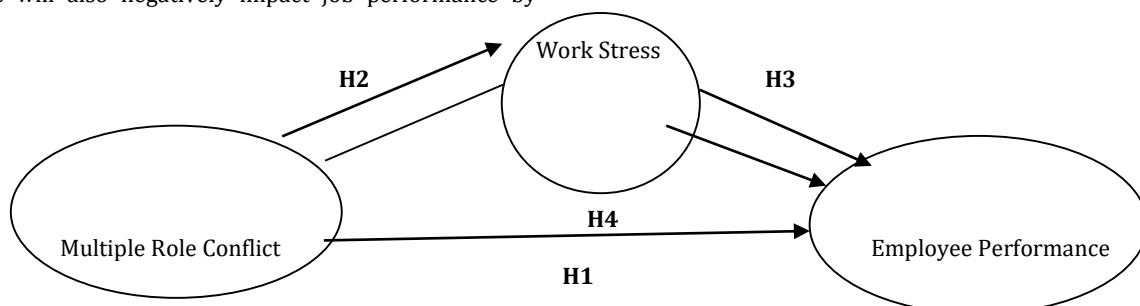


Figure 1. Conceptual Framework

RESEARCH METHODS

Research Approach

The type of approach to research in this case study is to use a quantitative approach. This research was conducted at PT Kembang Bulan Group Surabaya and Gresik. The head office itself is in Surabaya, which is on Jalan Demak 275, Jepara, Bubutan District. In this study, using an independent variable or independent, namely, dual role conflict or work family conflict (X). The dependent variable in this study is the performance of female employees (Y), and the intervening variable in this study is job stress (Z). In the measurement scale carried out by this study is to use the Likert scale. In this study, using four alternative answers, namely: strongly agree (SS), agree (S), disagree (TS), and strongly disagree (STS).

Measurement

Multiple Role Conflict (Work-Family Conflict)

Konflik Peran Ganda atau *Work Family Conflict* (X) terjadi apabila karyawan perempuan PT Kembang Bulan Group Surabaya dihadapkan pada situasi dimana terdapat dua atau lebih persyaratan untuk melaksanakan peran yang satu dan dapat menghalangi pelaksanaan peran yang lain.

Indikator – indikator yang digunakan dalam penelitian ini berdasarkan penelitian yang dilakukan Yang, Chen, dkk 2000 dalam [Wirakristama dan Suharnomo \(2011\)](#).

Job Stress

Job stress (Z) is defined as an adaptive response of female employees of PT Kembang Bulan Group Surabaya to external situations that produce physical, psychological, and / or behavioral deviations in organizational members. Any response directed to a stressor, be it physiological or psychological, is called stress. The indicators used in this study are based on research conducted by [Handoko \(In Wirakristama and Suharnomo, 2011: 87\)](#).

Employee Performance

Female employee performance (Y) is the quality and quantity of work achieved by female employees of PT Kembang Bulan Group Surabaya in carrying out their duties in accordance with the responsibilities assigned to them. The indicators used in this study are based on research conducted by [Widodo \(2015: 131\)](#).

Data and Sample Collection Techniques

In this study the population in question is all female employees of PT. Kembang Bulan Group.

Table 1. Population of Female Employees of PT. Kembang Bulan Group

NO	Company name	Number of Female Employees
1	PT. Kembang Bulan Farma (Surabaya)	50
2	PT. Heptasari Unggul (Surabaya)	40
3	PT. Herbacore (Gresik)	45
4	CV. Dwijaya Medika (Surabaya)	15
Total		150

Source: PT. Kembang Bulan Group 2019

This study uses the Slovin formula because in sampling, the number must be representative so that the research results can be generalized and the calculation does not require a sample number table, but can be done with a simple calculation formula, the Slovin formula for determining the sample is as follows:

$$n = \frac{N}{1 + N (e)^2}$$

Information:

n = Sample Size

N = total population

e = Percentage of leeway for accuracy of sampling errors that can still be tolerated, e = 0.1

Then a sample can be obtained:

$$n = \frac{150}{1 + 150 (10\%)^2}$$

$$n = \frac{150}{1 + 150 (0,01)}$$

$$n = \frac{150}{2,5}$$

n = 60 Respondents

So that the sample in this study amounted to 60 respondents.

Data Analysis Technique

The data obtained from this study were tested using the Partial Least Square (PLS) method which is part of Structural Equation Modeling (SEM).

Data Analysis

To find out the hypothesized relationship between variables in this study, if you use PLS-SEM software, you must pass the outer model evaluation and inner model evaluation.

Table 2

N=60		Frequency	Percentage	Total%
Ages	20-29 Years Old	18	30%	30
	30-39 Years Old	26	43%	73
	40-49 Years Old	16	27%	100
Years of service	1-5	13	22%	22
	6-10	17	28%	50
	11-15	20	33%	83
	16-20	10	17%	100
Education	Junior High School	5	8%	8
	Senior High School	35	58%	66
	Diploma	14	24%	90
	Bachelor	6	10%	100

Note: Three (3) demographic variables are coded in the data as Age, Years of Service and Education.

Table 3

Variables	Code	Factor Loading			α	γ_s	CR	(AVE)
Multiple Role Conflict	MRC1	0,853			0,880	0,894	0,910	0,633
	MRC2	0,875						
	MRC3	0,849						
	MRC4	0,827						
	MRC5	0,746						
	MRC6	0,583						
Job Stress	JS1		0,817		0,872	0,878	0,905	0,615
	JS2		0,870					
	JS3		0,849					
	JS4		0,711					
	JS5		0,782					
	JS6		0,655					
Employee Performance	EP1			0,764	0,947	0,949	0,955	0,681
	EP2			0,798				
	EP3			0,790				
	EP4			0,809				
	EP5			0,695				
	EP6			0,737				
	EP7			0,889				
	EP8			0,905				
	EP9			0,907				
	EP10			0,922				

Note: MRC (Multiple Role Conflict), JS (Job Stress), and EP (Employee Performance).

Based on Table 3, the Validity Test shows all indicators have met the requirements in the study. So, it can be stated that all indicators have an effect on latent variables

because they have met the validity and reliability requirements for research.

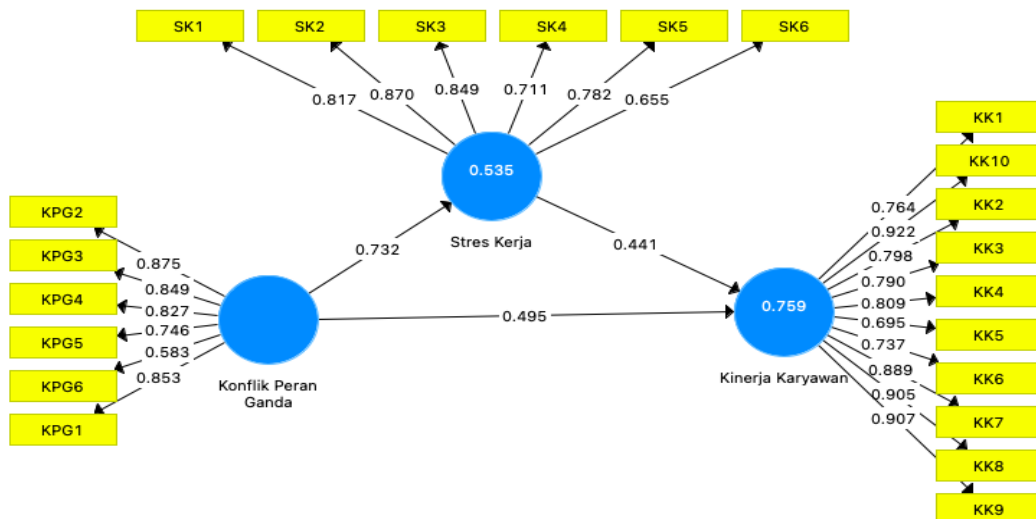


Figure 2. Outer Model Results

Table 4. Results Analysis Description

Indicator	Mean	Category
Multiple Role Conflict		
Lack of even time for family	3.350	Very High
Spending more days off for work than with family	3.367	Very High
Family problems affect the time to work	3.250	High
Job demands affect family life	3.183	High
The family feels that they are not supported by the role of being a housewife and a wife.	3.067	High
Often feel tired after work.	2.983	High
Mean Total	3.200	High
Job Stress		
The workload given by the company is too much	3.167	High
Time pressure or pressure for a job is very short	3.033	High
Work to meet the needs of families who tend to be less	2.950	High
Many problems are associated with children	2.967	High
Has no bond between friends in the company	3.017	High
Disagreements between friends in the company often occur	3.150	High
Mean Total	3.047	High
Employee Performance		
Good performance results in good product quality	2.933	High
Good quality increases consumer confidence	2.850	High
Large quantities can increase production targets	3.167	High
Good performance increases quantity	3.267	Very High
Employees attend and leave on time	3.200	High
Employees at work without waiting for orders	3.267	Very High
High creativity can increase good work results	3.217	High
Good employees don't procrastinate	3.250	High
The effectiveness or success of the company is the result of employee loyalty	3.317	Very High
I often seek information about other jobs	3.333	Very High
I often think about starting or opening my own business	3.180	High
I often get restless when I come home from work	2.933	High
I am thinking of quitting my job	2.850	High
Mean Total	3.167	High

Note: Shows a description of the respondent's answer to the Multiple Role Conflict, Job Stress, and Employee Performance variables in the high category because they are in class intervals from 2.6 to 3.25.

Table 5. Result of R-Square Value

Variable	Original Sample - R-Square
Job Stress	0,535
Employee Performance	0,759

Note: It is known that Job Stress has an R-Square value of > 0.5 which means it is a good model, Employee Performance has an R-Square value of > 0.5 which means it is a good model.

Table 6. Result of F-Square Value

Variable Job Stress	R-Square	F-Square
Included	0,535	0,000
Exclude Multiple Role Conflict	0,001	1,152

Note: It is known that if the Multiple Role Conflict variable is removed, the effect on the Work Stress variable is > 0.35 or has a large effect.

Table 7. Result of F-Square Value

Variable Employee Performance	R-Square	F-Square
Included	0,759	0,000
Exclude Multiple Role Conflict	0,721	0,159
Exclude Job Stress	0,745	0,060

Note: It is known that if the Multiple Role Conflict variable is eliminated, the effect on the Employee Performance variable is > 0.35 or has a large effect, if the Job Stress variable is removed, the effect on Employee Performance is < 0.35 or also has a moderate effect.

Table 8. Result of Q-Square Value

Variable	SSO	SSE	Q ² (=1-SSE/SSO)
Job Stress	360,000	245,453	0,505
Multiple Role Conflict	600,000	297,167	0,318

Note: It is known that the Job Stress and Employee Performance variables have a Q-Square value of 0.515 and 0.318, which indicates that the Q-Square value is > 0. So that the dependent variable has predictive relevance or can explain that the independent variable has predictive relevance to the affected dependent variable.

Table 9. Path Coefficient Results

Variable	Original Sample (O)	T statistic	P Values	Information
Multiple Role Conflict -> Employee Performance	0,495	4,300	0,000	Significant
Multiple Role Conflict -> Job Stress	0,732	11,094	0,000	Significant
Job Stress -> Employee Performance	0,441	3,964	0,000	Significant

Note: If based on the value of T-statistics, the terms of T-statistics are > 1.96 (significance level of 5%) and the value of a P-value must be less than 0.05 to conclude that the relationship between the variables being tested is declared to have a significant effect. significant.

Table 10. Results of the Specific Indirect Effect

Variable	Original Sample (O)	T statistic	P Values	Information
Multiple Role Conflict -> Job Stress -> Employee Performance	0,323	4,246	0,000	Significant

Note: If based on the value of T-statistics, the terms of T-statistics are > 1.96 (significance level of 5%) and the value of a P-value must be less than 0.05 to conclude that the relationship between the variables being tested is declared to have a significant effect. significant.

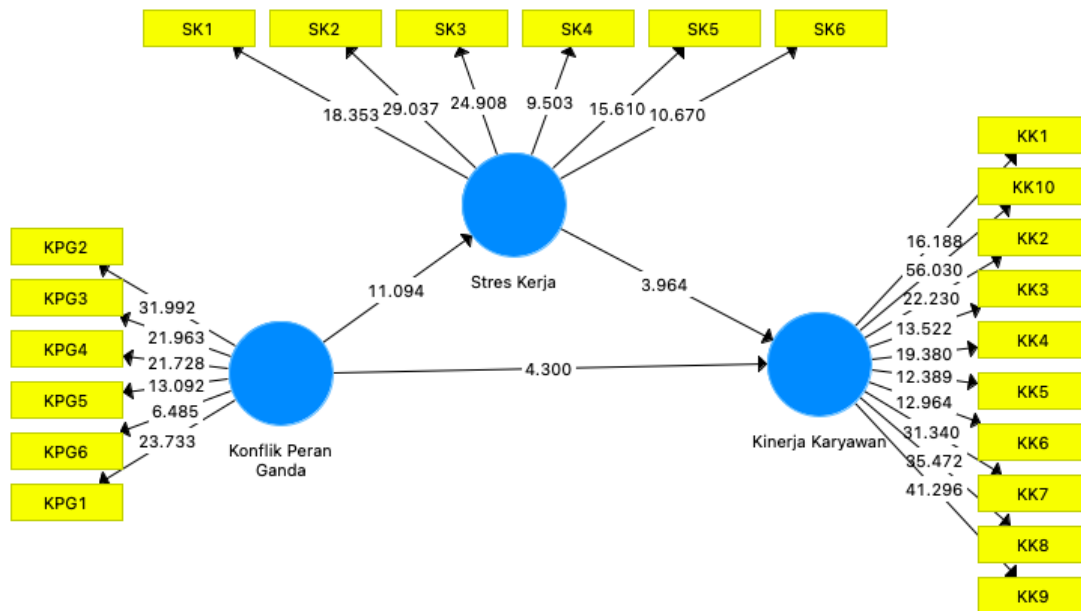


Figure 3. Inner Model Results

RESULTS AND DISCUSSION

Discussion

Multiple Role Conflict (Work-Family Conflict) and Employee Performance

Based on the results of data processing using analysis techniques through SmartPLS software carried out in this study, the results show that work-family conflict has a significant effect on the performance of female employees at PT Kembang Bulan Group. The results of the analysis show that the work-family conflict variable on the performance of female employees has an original sample

value of 0.495, T-Statistics of 4.300, and it is concluded that H1 is accepted. Thus, it is known that work-family conflict can affect the performance of female employees at PT Kembang Bulan Group. Also supported by research according to Wijayati *et al.*, (2020) that work-family conflict has a significant effect on the performance of female employees. The perceived work-family conflict can also cause discomfort and fatigue for female employees at PT Kembang Bulan Group so that it can affect the difficulty of the resulting performance. This can be due to overwork and role ambiguity, and factors that cause the absence of

free time due to scheduled work, daily tasks and overtime which can lead to work-family conflicts among female employees at PT Kembang Bulan Group. That way when a work-family conflict occurs, female employees at PT Kembang Bulan Group will affect their family life and also have an impact on their work-related performance. Because it is known that conflicts that occur in family life will affect the condition of the employee, which can make work place performance influential. The effect of good or bad performance depends on the different settlement of each party.

Dual Role Conflict (Work-Family Conflict) and Job Stress

Based on the results of data processing using analysis techniques through SmartPLS software carried out in this study, the results show that work-family conflict has a significant effect on the work stress of female employees at PT Kembang Bulan Group. The results of the analysis show that the work-family conflict variable on the work stress of female employees has an original sample value of 0.732, a T-Statistics of 11.094, and it is concluded that H2 is accepted. Thus, it is known that work-family conflict can affect the work stress of female employees at PT Kembang Bulan Group. It is also supported by the statement of [Dewe et al. \(2010\)](#) that focus on work-family conflict as "one type of stressor." In addition, [Fu & Schaffer, \(2001\)](#) consistently found a positive relationship between stress factors related to work and work-family conflict. The results also show that female employees at PT Kembang Bulan Group who are married will experience work stress where female employees who cannot divide their time between family and work experience excessive workload, so they experience pressure. Then that pressure is said to be stress. Some female employees at PT Kembang Bulan Group who have young children sometimes have to pick up school children during office breaks and after working hours they have to return to work, not to mention the pressure they get from within the company which can cause stress. A female employee at PT Kembang Bulan Group would complain about being torn between work life and family life, and unable to work adequately in both lives, their confused emotions affecting their behavior both at work and at home, resulting in more stress. However, when female employees at PT Kembang Bulan Group strike a balance and find a mode of vivendi between home and work demands, stress decreases simultaneously. So, it is known that work-family conflicts will cause stress to female employees at PT Kembang Bulan Group, and this stress can be handled by them according to their abilities.

Job Stress and Employee Performance

Based on the results of data processing using analysis techniques through SmartPLS software carried out in this study, it is found that job stress has a significant effect on the performance of female employees at PT Kembang Bulan Group. The results of the analysis show that the variable job stress on the performance of female employees has an original sample value of 0.441, a T-Statistics of 3.964, and it is concluded that H3 is accepted. So, it is known that job stress can affect the performance of female employees at PT Kembang Bulan Group. This is also supported by the statement of [Rismi & Said, \(2019\)](#) which states that almost all work conditions can be stressful. In addition, it is supported by the statement of [Foy et al., \(2019\)](#) which states that stress has a negative and positive effect on performance. The results of this study prove that with the roles, duties, and responsibilities that must be fulfilled by female employees at PT Kembang Bulan Group,

they sometimes experience work stress because of the burden that is too heavy. Job stress can come from individuals, the environment or the organization. However, the work stress experienced by female employees at PT Kembang Bulan Group is actually positive which creates encouragement or motivation to show good performance. Work stress that is used by female employees at PT Kembang Bulan Group can make employee performance that is triggered better because stress will be caused by superior pressure. Thus, in certain circumstances it can trigger female employees at PT Kembang Bulan Group to create innovative ideas in solving problems and jobs so that stress becomes a constructive condition and can lead to higher levels of performance and productivity.

Job Stress Mediates Dual Role Conflict (Work-Family Conflict) on Employee Performance

Based on the results of data processing using analysis techniques through SmartPLS software carried out in this study, the results show that work-family conflict has a significant effect on the performance of female employees at PT Kembang Bulan Group through the influence of work stress. The results of the analysis show that the work-family conflict variable on the performance of female employees through the mediating effect of work stress has an original sample value of 0.323, T-Statistics of 4.246, and it is concluded that H4 is accepted. Thus, it is known that through the influence of work stress, work-family conflict can affect the performance of female employees at PT Kembang Bulan Group. The findings of this study are in line with research conducted by [Ririn Wedya Putri Mayangsari \(2015\)](#) with the title the effect of multiple role conflict and work stress on the performance of female police officers at the Surakarta Police. The dual role conflicts experienced by female employees at PT Kembang Bulan Group can cause obstacles in their work which affect their performance in doing their jobs. Multiple roles can make it difficult for female employees at PT Kembang Bulan Group to succeed in work, family, and interpersonal relationships at the same time. If you don't want to be like that, it is recommended that female employees at PT Kembang Bulan Group do not have the principle of being a super woman who is able to do everything on their own. The inability of career women to resolve multiple role conflicts can cause them to display negative work attitudes, for example, lack of motivation to work, lack of concentration, because family matters will affect organizational performance. Work-family conflict will cause female employees at PT Kembang Bulan Group to feel burdened by many demands and cause work stress. To avoid creating a negative effect on their performance in the workplace, female employees of PT Kembang Bulan Group will use their skills, abilities and knowledge to take positive perceptions to avoid a decline in their performance.

CONCLUSIONS AND SUGGESTIONS

Conclusions

Based on the results and discussion of this study, it can be concluded that work-family conflict has a significant effect on the performance of female employees at PT Kembang Bulan Group, work-family conflict has a significant effect on the work stress of female employees. at PT Kembang Bulan Group, work stress has a significant effect on the performance of female employees at PT Kembang Bulan Group, and work-family conflict has a significant effect on the performance of female employees at PT Kembang

Bulan Group through the influence of work stress. Supported by a statement from Ukeka & Lasisi, (2019) that globally, work-family conflict remains an important field of research because it is to study demographic changes and their impact on the role of work-family. That way, work-family conflict will make a female employee at PT Kembang Bulan Group know how to manage and the consequences of work stress that she will encounter while working, so that it doesn't affect her performance decline.

Suggestions

The results of this study can be used as a recommendation by the company's management regarding the effect of transformational leadership style and job satisfaction on employee turnover with organizational commitment as a mediating variable. This can be increased again by holding holidays together from time to time in order to reduce the stress level experienced by female employees and build good cooperation, counseling female employees using people who are experts in psychology, or in a way that makes women feel more comfortable. not burdened with the demands it will face. In this way, it can affect the welfare and success of all female workers who are also an important asset of human resources that can affect economic growth.

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