# The Influence of Dual Role Conflict, Work Stress and Workload on Employee Performance Quality

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**Abstract**
This study aims to analyze the effect of dual role conflict, work stress and workload on the quality of employee performance in manufacturing companies in Jababeka. This study uses a survey method with a Likert scale-based questionnaire distributed to 100 respondents. The collected data were analyzed using a structural equation model based on Partial Least Square with the SmartPLS 4.0 application. The results of the analysis show that dual role conflict, work stress and workload do not have a significant effect on the quality of employee performance. This finding indicates that employees are able to manage the pressure from the three factors within reasonable limits so that it does not have a negative impact on their performance. This study concludes that other factors such as leadership, motivation or organizational culture may have a greater effect on performance. These findings are expected to be input for companies to develop more effective human resource management strategies and become a reference for further research that can expand the scope of variables or analysis methods to explore the influence of various factors on employee performance.

**Keywords:** Dual Role Conflict, Job Stress, Workload, Performance Quality

## Introduction

Human Resources are the most important component whose role cannot be ignored in an organization or company (Abyu et al., 2024) . Achieving company goals cannot be separated from the role of humans who play an active and dominant role in every activity of employee needs with the demands and capabilities of the Company (Putri, 2024). To increase efficiency, effectiveness in achieving the goals of a company or organization, the Company must manage human resources effectively (David et al., 2024). In this modern era, many individuals have to play more than one role, both as workers and as family members. This often poses significant challenges in achieving a balance between work and personal life.

Dual role conflict is one of the main issues faced by employees, especially for those who have responsibilities at home and at work (Rosiana, 2024). This conflict occurs when the demands of two different roles conflict (Akbar, 2017), so that individuals feel pressured to meet expectations from both sides. This shows that individuals who are caught in dual role conflict tend to have difficulty balancing the demands of both sides.

Such conditions can trigger conflicts that occur in company life, if not handled seriously it will have an impact on achieving company goals, namely low overall employee performance
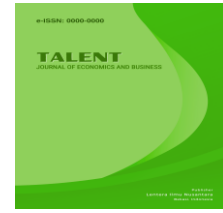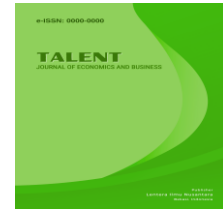
which will affect company productivity (Tjokro, 2015). If this role conflict is not handled properly and wisely, employees will experience mental stress because they are in a state of awkwardness (Yuslihanah et al., 2024).

Job stress is an emotional or physical response to pressure experienced in the workplace (Fitri, 2013). This stress can arise due to heavy workloads, dual role demands, or an unsupportive work environment. Job stress affects employees' emotions, thoughts, and mental health by creating tension that disrupts their physical and mental balance (Prihartini, et al., 2023). Workplace stress can be caused by a variety of things, including inadequate assistance from superiors, excessive workloads, excessive working hours, unsupportive or even bullying coworkers, and so on (Putra et al., 2024). Excessive job stress can have a direct impact on the quality of employee performance (Christy N & Amalia S, 2017), namely resulting in decreased productivity and output quality.

Workload is also an important factor affecting the quality of employee performance, which needs to be considered in calculating employee needs (Utami et al., 2020). High workload can cause physical and mental fatigue, which in turn can reduce motivation and productivity. Research by (Heppi et al., 2024) shows that excessive workload can worsen the stress conditions experienced by employees, thus negatively impacting their performance. Therefore, it is important to understand how workload interacts with dual role conflict in affecting performance quality. If an employee can complete and adapt to a number of tasks given, then it is not a workload. However, if the employee is unsuccessful, then these tasks and activities will become a workload. If the workload is too heavy and unbalanced with the resources available, employees can feel overwhelmed and have difficulty completing their tasks properly. As a result, employee performance can decline if they experience fatigue and boredom (Putry D & Hamsal, 2024).

Employee performance quality can be measured through various indicators, including effectiveness, efficiency, and customer satisfaction. Work quality is closely related to job satisfaction and organizational culture. In the context of increasingly fierce global competition, organizations are required to ensure that their employees can provide optimal performance. When employees are satisfied with their jobs, they tend to provide better results (Adinda & Agus, 2022). However, various factors such as dual role conflict, workload, and work stress can be significant obstacles in achieving the expected level of performance. Therefore, it is important to understand how dual roles, workload, and stress affect this aspect.

Based on previous research, there have been many studies that examine the impact of each of these variables separately on employee performance. However, there is still a gap in research that integrates these three factors simultaneously to understand their influence on the quality of employee performance. Based on the urgency and complexity of the problem, this study aims to analyze the influence of dual role conflict, workload, and work stress on the quality of employee performance. The results of this study are expected to provide a significant contribution to the development of more effective and sustainable human resource management strategies, as well as support the creation of a more conducive work environment for employee productivity and well-being.

## Method

Primary Data is the type of data that will be used in this study. Primary data comes from participants through the questionnaire questions given, from the questionnaire data that will be processed to be clearer and more effective. The population used in the study were employees at a Manufacturing Company in Jababeka, with a sample of 100 respondents. In this study, a questionnaire was used to collect data and information. The questionnaire was compiled based on independent and dependent variable indicators. The questionnaire in this study was distributed via Google Form via social media. The questionnaire that was distributed was accompanied by the alternatives given and given a score weight for each answer. Where the score weight refers to the Likert scale. The Likert scale can be used to measure the perceptions, attitudes, and opinions of individuals or groups about social phenomena. Structural Equation Modeling (SEM) Partial Least Square (PLS) is used to process the collected data using the SmartPLS 4.0 application. This analysis has two main stages, namely Evaluation of the Measurement Model and Evaluation of the Structural Model. The first stage is used to design a measurement model, then the second stage is used to analyze the structural correlation between variables in the study.

**Table 1. Likert Scale**

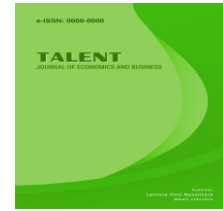| Respondents' Answers | Information | Score |
|---|---|---|
| STS | Strongly Disagree | 1 |
| TS | Don't agree | 2 |
| N | Neutral | 3 |
| S | Agree | 4 |
| SS | Strongly agree | 5 |

Source:[17]

## Results and Discussion
## Respondent Characteristics

**Table 2. Respondent Characteristics**

| Description | Information | Person | Proportion |
|---|---|---|---|
| Gender | Man | 43 | 43% |
| | Woman | 58 | 58% |
| Age | <20 | 6 | 6% |
| | 21-25 | 67 | 67% |
| | 25-30 | 13 | 13% |

| | | | |
|---|---|---|---|
| | >30 | 14 | 14% |
| Last education | High School/Equivalent | 77 | 77% |
| | Diploma | 6 | 6% |
| | S1 | 17 | 17% |
| | S2 | - | - |
| Length of work | <1 Year | 16 | 16% |
| | 1-3 Years | 51 | 51% |
| | 4-6 Years | 15 | 15% |
| | >6 Years | 18 | 18% |

Source: Processed data, 2024

Based on the table above, it can be seen that the respondents who participated in filling out the questionnaire were mostly female, namely 58 people (58%), aged 21-25 years, 67 people (67%), high school education or equivalent, 77 people (77%), length of service 1 - 3 years, 51 people (51%).
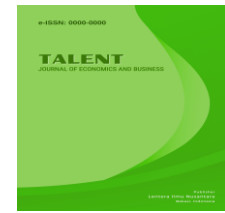
**Measurement Model (Outer Model)**
**Convergent Validity (Convergent Validity)**

Convergent Validity in the measurement model can be evaluated through the correlation between item or instrument scores with their construct scores, which are measured using loading factors. With the criteria of loading factors of each instrument having a value of more than 0.700. Therefore, instruments with loading factor values of less than 0.700 need to be eliminated or removed from the model. This analysis was conducted on data consisting of 4 variables with a total of 20 statements.

**Table 3. Convergent Validity**

| Variables | Indicator | Loading Factor | Rule of Thumb | Conclusion |
|---|---|---|---|---|
| Dual Role (X1) | PG1 | 0.957 | 0.700 | Valid |
| | PG2 | 0.941 | 0.700 | Valid |
| | PG3 | 0.950 | 0.700 | Valid |
| | PG4 | 0.873 | 0.700 | Valid |
| | PG5 | 0.923 | 0.700 | Valid |
| Job Stress (X2) | SK1 | 0.908 | 0.700 | Valid |
| | SK2 | 0.937 | 0.700 | Valid |
| | SK3 | 0.940 | 0.700 | Valid |
| | SK4 | 0.932 | 0.700 | Valid |
| | SK5 | 0.907 | 0.700 | Valid |

| Workload (X3) | BK1 | 0.911 | 0.700 | Valid |
|---|---|---|---|---|
|  | BK2 | 0.919 | 0.700 | Valid |
|  | BK3 | 0.928 | 0.700 | Valid |
|  | BK4 | 0.923 | 0.700 | Valid |
|  | BK5 | 0.910 | 0.700 | Valid |
| Employee Performance Quality (Y) | KK1 | 0.857 | 0.700 | Valid |
|  | KK2 | 0.905 | 0.700 | Valid |
|  | KK3 | 0.842 | 0.700 | Valid |
|  | KK4 | 0.834 | 0.700 | Valid |
|  | KK5 | 0.858 | 0.700 | Valid |

Source: SmartPLS4 Output Data Processing 2024

Based on the table above, it can be seen that the loading factor value of all statement items is >0.70, so it can be concluded that all question items are declared convergently valid.

**Discriminant Validity**

Discriminant validity assessment is a commonly accepted prerequisite in analyzing relationships between latent variables. In variance-based structural equation modeling, such as Partial Least Squares (PLS), the most frequently used approaches to assess discriminant validity are the Fornell-Larcker criterion and cross-loading analysis (Munshi, 2023) . A model has good discriminant validity if the squared AVE value of each exogenous construct (values on the diagonal) exceeds the correlation between the construct and other constructs (values below the diagonal) (Asbari et al., 2019).

**Table 4. Fornell-Larcker Criterion Discriminant Validity**

|  | Workload (X3) | Performance Quality (Y) | Dual Role (X1) | Job Stress (X2) |
|---|---|---|---|---|
| Workload (X3) | 0.918 |  |  |  |
| Performance Quality (Y) | 0.480 | 0.860 |  |  |
| Dual Role (X1) | 0.822 | 0.419 | 0.929 |  |
| Job Stress (X2) | 0.892 | 0.460 | 0.875 | 0.925 |

Source: SmartPLS4 Output Data Processing 2024

Based on the table above, it can be seen that the AVE root values of each variable > correlation between constructs with other constructs, so it can be concluded that all variables are declared valid discriminants.
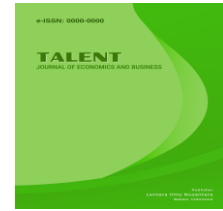
**Composite Reliability**

After testing the construct validity, the next test is the construct reliability test measured by Composite Reliability (CR) from the indicator block that measures the CR construct is used to display good reliability. A construct is declared reliable if the composite reliability value is > 0.6. The composite reliability coefficient must be greater than 0.7 although a value of 0.6 is still acceptable. However, the internal consistency test is not absolute to be carried out if the construct validity has been met, because a valid construct is a reliable one, conversely a reliable construct is not necessarily valid (Huda et al, 2024)

**Table 5. Composite Reliability**

|  | Composite Reliability | Conclusion |
|---|---|---|
| Workload (X3) | 0.964 | Reliable |
| Performance Quality (Y) | 0.934 | Reliable |
| Dual Role (X1) | 0.969 | Reliable |
| Job Stress (X2) | 0.967 | Reliable |

Source: SmartPLS4 Output Data Processing 2024

The composite reliability test results show a value of > 0.70, so all variables are reliable. These results indicate that each variable has met the composite reliability so that it can be concluded that all variables have a high level of reliability (Prayogi & Fahmi, 2021).
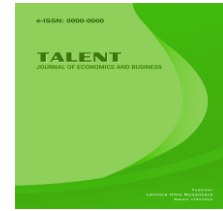
Reliability testing with composite reliability can be strengthened by using the Cronbach alpha value. A variable can be declared reliable or meets Cronbach alpha if it has a Cronbach alpha value > 0.70 (Samud et al., 2021). The following are the Cronbach alpha values of each variable:

**Table 6. Cronbach's Alpha**

|  | Cronbach's Alpha | Conclusion |
|---|---|---|
| Workload (X3) | 0.953 | Reliable |
| Performance Quality (Y) | 0.912 | Reliable |
| Dual Role (X1) | 0.960 | Reliable |
| Job Stress (X2) | 0.958 | Reliable |

Source: SmartPLS4 Output Data Processing 2024

It can be concluded that the 4 construct variables in this study (Dual Role, Work Stress, Workload and Employee Performance Quality) have a Cronbach's alpha value> 0.70, then all variables are reliable. Meanwhile, if the Cronbach's Alpha value is below 0.50 or below, then the instrument has a low correlation or is not reliable (Arifin, 2017)

## Structural Model Evaluation (Inner Model)

After evaluating the model and obtaining each construct that meets the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, the next step is evaluating the structural model which includes the R Square and Effect Size tests (Wirawan et al., 2019). The model fit test or Goodness of Fit is a process carried out in research to determine the suitability of the data distribution in a research model to a certain theoretical distribution (Pratiwi & Nuryana, 2021).

### R Square

Structural Model or Inner Model Inner model (inner relation, structural model and substantive theory) describes the relationship between latent variables based on substantive theory. The structural model is evaluated using R-square for the dependent construct, Stone-Geisser Q-square test for predictive relevance and t-test and significance of the structural path parameter coefficient (Kolo & Darma, 2020). The criteria for the magnitude of the R-square value of 0.75 can be said that the model is strong, the R-square value of 0.50 means the model is quite moderate, and if the R-square value is 0.25 the model is weak (Pura & Madiawati, 2021)

**Table 7. R-Square**

|  | R-Square | R-Square Adjusted |
|---|---|---|
| Performance Quality (Y) | 0.235 | 0.211 |

Source: SmartPLS4 Output Data Processing 2024

The adjusted R-square value of the Performance Quality variable is 0.211, indicating that the dual role, work stress and workload variables explain the Performance Quality variable by 21.1%. So it can be concluded that the model is considered weak.

### Effect Size

**Table 8. F-Square**

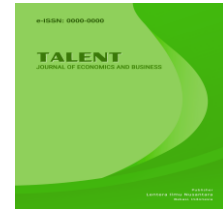|  | Workload (X3) | Performance Quality (Y) | Dual Role (X1) | Job Stress (X2) |
|---|---|---|---|---|
| Workload (X3) |  | 0.030 |  |  |
| Performance Quality (Y) |  |  |  |  |
| Dual Role (X1) |  | 0.000 |  |  |
| Job Stress (X2) |  | 0.004 |  |  |

Source: SmartPLS4 Output Data Processing 2024

Table 8 presents the F-Square values to evaluate the effect size of the relationships between variables in the study. The results indicate that the workload (X3) has a small effect size (0.030) on performance quality (Y), while the dual role (X1) and job stress (X2) variables exhibit negligible effect sizes, as their F-Square values are 0.000 and 0.004, respectively. These findings suggest that the dual role and job stress have an insignificant contribution to explaining variations in employee performance quality, whereas workload contributes slightly but remains minimal in its influence. This highlights the limited explanatory power of the independent variables in predicting the dependent variable within the studied context.

**Goodness Of Fit (GOF)**

**Table 9. Goodness of Fit**

|  | Average Varience Extraced (AVE) | R-Square |
|---|---|---|
| Dual Role (X1) | 0.864 |  |
| Job Stress (X2) | 0.855 |  |
| Workload (X3) | 0.843 |  |
| Performance Quality (Y) | 0.739 | 0.235 |
| Average | 0.825 | 0.235 |

Source: SmartPLS4 Output Data Processing 2024

$$\text{GOF value} = \sqrt{\text{rata} - \text{rata AVE x rata} - \text{rata R Square}}$$
$$\text{GOF value} = \sqrt{0{,}825 \text{ x } 0{,}235}$$
$$\text{GOF value} = 0.440$$

Based on the calculation results , the GOF value obtained was 0.440, which indicates that the combined performance of the outer model and inner model in this study can be classified into the large GOF category.

**Hypothesis Testing**

Hypothesis testing is carried out to determine the effect of a construct on another construct. Where a variable can be said to have no significant effect if the P Value is > 0.05 or equal to 0.050, while the P Value is <0.05 or 5% then the variable can be said to have a significant effect on other variables. In determining the significant value of each variable, a T test is carried out (to determine the effect of the variable partially) and an F test (to determine the effect of the variable simultaneously) (Hidayah & Apriani, 2023).

**Table 10. Mean, STDEV, T-Values, P-Values**

|  | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|---|---|
| Workload (X3) -> Performance Quality (Y) | 0.339 | 0.325 | 0.271 | 1.248 | 0.106 |
| Dual Role (X1) -> Performance Quality (Y) | 0.011 | 0.028 | 0.215 | 0.050 | 0.480 |
| Job Stress (X2) -> Performance Quality (Y) | 0.148 | 0.155 | 0.305 | 0.486 | 0.313 |

Source: SmartPLS4 Output Data Processing 2024

**Hypothesis Testing (H1): Dual Role -> Performance Quality**

The results of Table 10 answer the first hypothesis, namely that Dual Roles do not affect performance quality. The t-statistic value of 0.050 is smaller than the t-table value <1.96. In addition, the original sample value is 0.011, with a p-value of 0.480> 0.05. This shows that Dual Roles do not have a significant effect on the Performance Quality of employees of manufacturing companies in Jababeka.

**Hypothesis Testing (H2): Job Stress -> Performance Quality**

The results of Table 10 also answer the second hypothesis, namely that Job Stress has no impact on performance quality. The t-statistic value of 0.486 is smaller than the t-table value <1.96. In addition, the original sample value is 0.148, with a p-value of 0.313> 0.05. This shows that Job Stress has no significant effect on the Performance Quality of employees of manufacturing companies in Jababeka.

**Hypothesis Testing (H3): Workload -> Performance Quality**

The results of Table 10 also answer the third hypothesis, namely that Workload has no impact on Performance Quality. The t-statistic value of 1.248 is smaller than the t-table value <1.96. In addition, the original sample value is 0.339, with a p-value of 0.106> 0.05. This shows that Workload has no significant effect on the Performance Quality of employees of manufacturing companies in Jababeka.
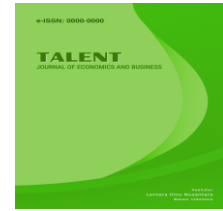
**The Influence of Dual Role Conflict on Performance Quality**

Based on the research results that have been established in manufacturing companies, it can be seen that the significant value is 0.480> 0.05, which means that dual roles do not affect the quality of employee performance in manufacturing companies. This study is in line with research

conducted by (Nadiva & Cahyadi, 2022), showing that dual role conflict does not significantly affect employee performance.

This study is in contrast to research by (Arlinda, 2024) and (Sulisvi et al., 2019) which shows that Dual Role Conflict affects performance. Dual Role Conflict is a conflict or conflict between work interests and family interests where individuals often experience pressure related to both interests.

**The Influence of Work Stress on Performance Quality**

Based on the research results that have been established in manufacturing companies, it can be seen that the significant value is 0.313> 0.05, which means that work stress does not affect the quality of employee performance in manufacturing companies. This study is in line with research conducted by (Khaerana & Amri, 2020) which partially shows that Work Stress does not have a significant effect on employee performance. Work pressure or targets can often cause someone to experience stress. In some cases, this can affect and cause other problems in personal life. If you feel like you are in this condition, it is advisable to take a moment to rest and recover.

This study is in contrast to research (Jalil, 2019) which states that work stress has a positive and significant effect on performance. The causes of work stress occur due to difficult and excessive workloads, inadequate work time and equipment, inadequate employee knowledge and skills, unclear implementation of regulations in the workplace, lack of support from colleagues and leaders, pressure and attitudes of leaders that are not fair and reasonable, conflicts between individuals and leaders or colleagues, rewards or compensation that are too low or family problems that can affect work performance. Workplace stress can result in health problems and affect employee welfare which of course can have a negative impact on productivity and profits in the workplace. So, it can be concluded that work stress can reduce employee productivity and work performance.
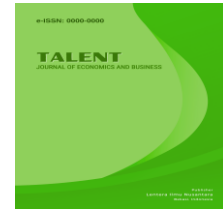
**The Influence of Workload on Performance Quality**

Based on the research results that have been established in manufacturing companies, it can be seen that the significant value is 0.106> 0.05, which means that workload does not affect the quality of employee performance in manufacturing companies. This study is in line with research conducted by (Farhan & Frimayasa, 2023) which shows that workload does not have a positive and significant effect on employee performance. The results of the study revealed that even though employees at the Jababeka manufacturing company undergo a busy work routine every day, they do not feel burdened by these tasks. This condition shows that the workload in the manufacturing company is still within reasonable limits, so it does not have a negative impact on the quality of employee performance.

This study is in contrast to research (Huda et al., 2021) which shows that the workload variable has a significant effect on employee performance. Optimal workload can increase productivity and job satisfaction, while excessive workload can trigger stress, fatigue and decrease employee performance.

## Conclusion

The conclusion of this study shows that dual role conflict, work stress and workload do not have a significant effect on the quality of employee performance in manufacturing companies in Jababeka. The results of the analysis show that although employees face challenges from the three factors, their influence on performance is not strong enough to be the main determinant. The workload experienced by employees is still within reasonable limits so that it does not negatively affect performance. This study is in line with several previous studies that show no significant relationship between dual role conflict or work stress and employee performance. However, these results also contradict other studies that indicate a significant relationship between these variables.
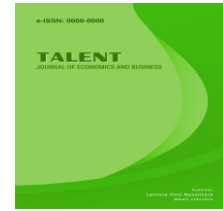
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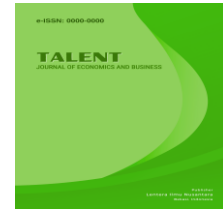
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