

The Effect Of Multiple Role Conflicts, Work Stress And Motivation On The Performance Of Female Employees Of PT. Starlight Garment Semarang

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Abstract . One of the most crucial components of any business or organization is its human resources; these people are what set the company on its path to success. Employees must be able to provide their best work for the organization. Since employee performance, whether good or bad, affects a company's objectives and level of success. This study sought to ascertain the impact of numerous role conflicts, work-related stress, and motivation on female employees' performance at PT. Starlight Garment Semarang. The approach of quantitative research is implemented through the use of surveys, or data collection methods. Purposive sampling, or sampling with specific concerns, is a technique used in data collection methods. Non-probability sampling is the method utilized, and a sample of 75 responders is the result. The findings demonstrated a substantial relationship between job stress, motivation, and multiple role conflict and employee performance indicators. Employee performance is impacted by a number of role conflict variables, work stress, and motivation all at once. Based on the study's findings, it can be said that female employees' performance is partially and simultaneously impacted by the variables of numerous role conflicts, job stress, and motivation.

Keywords: Multiple Role Conflict, Work Stress, Employee Motivation and Performance

INTRODUCTION

One of the most crucial components of a business or organization is its human resource base. According to (Bintoro & Daryanto, 2017) explains that human resource management is the science or technique of managing the roles and relationships of individual resources (workforce), which may be used ideally to meet company goals. The goal is to manage these resources effectively and efficiently. In essence, companies look for human resources that are not only competent, competent, and skilled, but also, and perhaps most crucially, that are eager to put in a lot of effort and want to produce the best possible job output

Factors that influence employee performance according to research conducted by (Iswari & Pradhanawati, 2018) assert that the effects of dual role factors, job stress, and motivation on employee performance are highly correlated. The advancement or downfall of a firm is significantly influenced by the performance of its employees, so it is imperative to consistently maintain employee performance to ensure stability and improve it when it does increase (Karomah, 2020)

In (Arlinda, 2019), Greenhaus & Buetell define dual role conflict (work-family conflict) as a type of role conflict in which there are multiple ways in which the mutual needs of work and family duties cannot be harmonized. Work-family conflict is a phenomenon among

employees, according to Fronce, Russel & Cooper in (Hasmin, 2017). This is because employees are required to work in the office while also attending to their families, making it challenging to distinguish between work-related conflicts and family-related conflicts.

(Mangkunegara, 2017) states that work stress is a condition in which workers experience pressure to perform their jobs. (Robbins & Judge, 2016) define stress as a dynamic state in which a person must deal with opportunities, constraints, or demands in order to meet expectations for outcomes in significant and unpredictable circumstances.

As stated by Hasibuan in (Rizkie et al., 2019), work motivation is the supply of motivation that arouses an individual's excitement for their work, encouraging them to collaborate, operate efficiently, and be integrated in all endeavors to attain fulfillment. Since motivation is what propels someone to complete a task, it plays a critical role in attaining employee performance. Ishak states in (Iswari & Pradhanawati, 2018), that a motivated person will work hard to produce in accordance with the targets set, have little supervision because the performance will be monitored by the individual concerned himself, and have a high fighting spirit. They will also work according to the correct standards and within the allotted time.

Stress that workers encounter and a lack of drive to foster employee motivation are the main causes of decreased employee performance. There are two obligations that must be fulfilled. The purpose of this study is to ascertain how female employees of PT. Starlight Garment Semarang perform in relation to dual role conflict, job stress, and motivation.

Employee performance

According to Mangkunegara in (Agustina et al., 2020) Performance is the outcome of a person's or employee's job in terms of quantity and quality when they carry out their obligations in line with the instructions given to them.

Based on Mahmudi in (Bulolo et al., 2021) Performance is a multifaceted concept with a wide range of affecting variables. 1) Individual personal elements; 2) Leadership factors; 3) Team factors; 4) System factors; and 5) Contextual (situational) factors are the factors that affect performance.

In a company there are several factors that are used to determine an employee's performance, as stated by Mangkunegara in (Agustina et al., 2020) namely:

1. Quantity

How well an employee does what he or she is supposed to do. Includes: neatness of work results, accuracy in work, suitability of work results with work standards, level of hard work and level of care in work.

2. Quality

Everything that can be counted is related to work results or output. Includes: suitability of the amount of output produced with work targets, attendance, punctuality in carrying out tasks, accuracy in working hours and errors made while working.

3. Implementation of Duties

This includes experience, ability to collaborate, understanding of tasks, effectiveness and efficiency in the use of resources and expertise in carrying out tasks

4. Responsibility

In this instance, it could involve following the law, upholding the organization's reputation, being willing to perform tasks in an obedient manner, taking initiative, and being considerate of one's responsibilities.

Multiple Role Conflict

According to Greenhaus & Buetell in (Arlinda, 2019) Role conflict arises when there is a lack of alignment between the demands of one's work and family responsibilities.

According to Fronce, Russell & Copoper in (Y.Roboth, 2015) factors of dual role conflict: 1) Pressure as a parent; 2) Marital pressure; 3) Lack of involvement as a wife; 4) Lack of involvement as a parent; 5) Job interference.

According to Greenhaus & Beutell in (Arlinda, 2019) put forward several indicators that influence the occurrence of dual role conflict:

1) Time-based conflict;

This is the amount of time required to fulfill a duty that may arise from work or family, which may cut into the amount of time available to fulfill other obligations.

2) Strain-based conflict;

Occurs when performing one role under pressure impacts performing other roles

3) Behavior –based conflict

Concerning an incompatibility between patterns of conduct and mutually desirable goals (job and family)

Job Stress

(Mangkunegara, 2017) explains that pressure to perform is a symptom of work stress experienced by employees. Stress truly has a wide range of reasons. Stressors are situations that have a tendency to induce stress. Every work condition can cause stress in employees, it depends on how they react to the stress. There are 2 (two) categories of stressors proposed by T.Hani Handoko in (Wartono & Mochtar, 2015), namely:

1. Stress On The Job:

Overwork, time constraints, poor supervision, a dangerous political environment, insufficient feedback on how work is being done, not having enough authority to carry out responsibilities, role ambiguity, frustration, interpersonal conflict between groups, differences between the company's and employees' values, and different types of change

2. Stress Off The Job:

Concerns about money, child-related issues, health issues, and marital issues

Heavy work stress that is not managed well can cause depression, today's life with intense competition can make people experience stress. The stress indicators according to (Mangkunegara, 2017) are: 1) Workload; 2) Working Time; 3) Feedback; 4) Responsibility.

Motivation

According to Hasibuan in (Rizkie et al., 2019) The supply of motivation that piques someone's interest in their work and encourages collaboration, productivity, and integration in all endeavors to attain fulfillment is known as work motivation.

leader must be able to know about motivation so that organizational success can be realized. Hasibuan in (Asep Deni, 2020) stated that there are two factors that influence motivation, namely:

1) Intrinsic Motivation

The goals to be achieved lie with the individual himself. Employees feel that the work they do gives them satisfaction and happiness. Intrinsic factors consist of wages, job security, working conditions and others

2) Extrinsic Motivation

Motivation that arises due to external stimulation. Extrinsic factors are achievement, recognition, responsibility, work progress, opportunities for development, company policy regulations, interactions between employees and so on.

According to Hasibuan in (Kusuma, 2016) that bodily needs, the desire for safety and security, social needs, the need for recognition, and the need for self-realization all have an impact on how motivated people are at work. After thereafter, these variables are condensed into indications that show how motivated individuals are at work, namely: 1) Physical needs; 2) Needs for security and safety; 3) social needs; 4) Reward needs; 5) the need for self-realization.

METHOD

This research is quantitative research, the method used is a survey, namely a data collection method using a questionnaire to obtain responses from respondents who are the sample in this research.

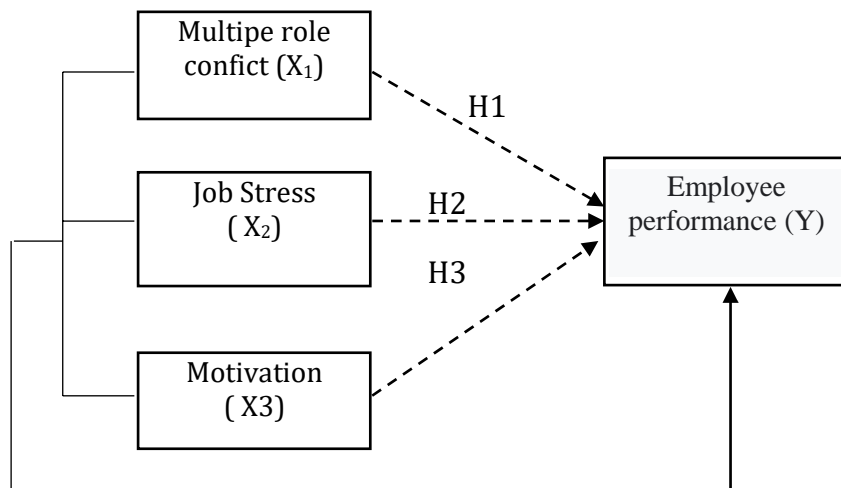


Figure 1. Research Design

The location of this research will be carried out at PT. Starlight Garment Semarang which is located at Jl. Jimbaran-Tegalpanas, Bawen District, Semarang Regency.

There were 235 female employees of PT. Starlight Garment Semarang that made up the study's population. Purposive sampling, or a sample method with specific considerations, was the method utilized to select respondents for this study. Non-probability sampling is the method utilized, and it is subject to the following restrictions:

- a. Female Employees
- b. Already married
- c. Age between 25-35 years

With the above requirements, a total of 75 employees were found who met the requirements, so 75 people were taken as respondents.

RESULTS AND DISCUSSION

Validity and Reliability Test

Test the validity and reliability of the questionnaire using 30 people as respondents with a significance level (α) of 5%, while the critical value for testing with samples ($df = n-2$) = $30-2 = 28$ with a significance < 0.05 and a two-way test then it can be concluded that the statements used in the research are valid.

The validity test of the multiple role conflict variable items which consists of 5 statement items shows that all items are valid where $r_{count} > r_{table}$ (0.361) with validity coefficient values ranging from 0.681 – 0.800. The validity test of the work stress variable items which consists of 5 statement items shows that all items are valid where $r_{count} > r_{table}$ (0.361) with validity coefficient values ranging from 0.671 – 0.870. The validity test of the Motivation variable items which consists of 5 statement items shows that all items are valid where $r_{count} > r_{table}$ (0.361) with validity coefficient values ranging from 0.813 – 0.885. Testing the validity of employee performance variable items consisting of 5 statement items shows that all items are valid where $r_{count} > r_{table}$ (0.361) with validity coefficient values ranging from 0.672 – 0.848; so that the statement items compiled in the instruments for work motivation, good corporate governance, employee engagement and employee performance are suitable for use in research.

The reliability coefficient value of the research instrument's reliability test on all research variables multiple role conflict variables, job stress, motivation, and employee performance is more than the necessary Cronbach Alpha, namely 0.700. The results of the research instrument reliability test have a high level of reliability, or it can be said that the research instrument can be relied on as a research data collection tool, with a Cronbach's Alpha value between 0.762 – 0.863.

Tabel 1. Multiple Linear Regression Test Results

Table 1. Multiple Linear Regression Test Results							
Coefficients ^a							
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
		B	Std. Error	Beta			
1	(Constant)	2.836	1.531		1.853	.068	
	Multiple role conflict	.185	.081	.220	2.298	.025	
	Job stress	.197	.093	.217	2.122	.037	
	Motivation	.498	.102	.482	4.876	.000	
a. Dependent Variable: Employee Performance							

Multiple linear regression equation

$$Y = 2.836 + 0.185 (X1) + 0.197 (X2) + 0.498 (X3)$$

it can be seen that:

- Employee performance has increased by 2.836 since the work satisfaction variable's constant value of 2.836 indicates that the independent variables of dual role conflict, work stress, and motivation are all equal to 0 (zero).
- There is a positive correlation between employee performance and the dual role conflict variable, as indicated by the dual role conflict variable's regression coefficient value of 0.185. This indicates that there will be a 0.185 increase in employee work satisfaction for every unit increase in the dual role conflict variable.

- c. There is a positive correlation between the work stress variable and employee performance, as indicated by the work stress variable's regression coefficient value of 0.197. This demonstrates that employee performance will rise by 0.197 for every unit increase in the job stress variable.

The motivation variable and employee performance have a positive association, as indicated by the motivation variable's regression coefficient value of 0.498. This indicates that there will be a 0.498 improvement in employee performance for every unit rise in the incentive variable.

Coefficient of determination (adjusted R square)

Table 2. Coefficient of Determination Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 ^a	.665	.651	1.093

a. Predictors: (Constant), Motivation, multiple role conflict, Job stress

0.651 is the value of the coefficient of determination. This number indicates that the study's independent variables—dual role conflict, work stress, and motivation—can account for the dependent variable, which is the 65.1% job satisfaction rate. Meanwhile, other independent variables not covered in this study have an impact on the remaining 34.9%.

F test

Table 3. F Test Results (Simultaneous)

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	168.286	3	56.095	46.933	.000 ^b
	Residual	84.860	71	1.195		
	Total	253.147	74			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Motivation, multiple role conflict, Job stress

t Test (Partial)

- 1) Testing the effect of dual role conflict on employee performance

Table 1 above illustrates the test results for the dual role conflict variable. It shows that the dual role conflict variable (X1) has a significant impact on employee performance (Y) with a t value of 2.298, greater than the t table value of 1.994, and a significant value of 0.025, smaller than 0.05 ($0.025 < 0.05$).

2) Testing the effect of work stress on employee performance.

Table 1 above illustrates the test results for the work stress variable. It shows that the work stress variable has a significant impact on performance, with a t value of 2.122, higher than the t table value of 1.994, and a significant value of 0.037, smaller than 0.05 ($0.037 < 0.05$). worker (Y)

3) Testing the effect of motivation on employee performance

Table 1 above shows that the test results for the workload variable have a significant value of 0.00, which is less than 0.05 ($0.00 < 0.05$), and a t value of 4.876, which is higher than the t table value of 1.994 ($4.876 > 1.994$). This indicates that employee performance is significantly impacted by the incentive variable (Y)

4) The motivation variable has the most impact on employee performance of the three independent variables, amounting to 0.498, according to the Standardized Coefficients Beta value of 0.482.

Discussion

Employee performance will rise by 0.185 if multiple role conflict (X1) grows, according to the variable regression coefficient value of 0.185. The performance of employees at PT. Starlight Garment Semarang (Y) is significantly impacted by dual role conflict (X1), as indicated by the t value of $2.298 > t$ table of 1.994 and the significant value of $0.025 < 0.05$. According to Greenhaus & Buetell in (Arlinda, 2019) Dual role conflict arises when there is an inability to reconcile the demands of one's work and family responsibilities. Previous research provides support for this study by (Harismasakti & Munawati, 2021) claiming that job stress has a major impact on employee performance and that multiple role conflict has a major impact on employee performance.

The variable regression coefficient value is 0.197, which means that if work stress (X2) increases, employee performance will also increase by 0.197. Work stress (X2) has a t value of $2.122 > t$ table of 1.994 with a significant value of $0.037 < 0.05$ which means that there is a significant influence between work stress (X2) on the performance of employees at PT. Starlight Garment Semarang (Y). According to (Mangkunegara, 2017), work stress is a condition where employees feel pressure when facing work. This research is supported by previous research conducted by (Fitri et al., 2020) which states that partially or simultaneously work stress in women plays a dual role and motivation in women plays a dual role in employee performance which is proven and can be accepted as true.

The variable regression coefficient value is 0.498, which means that if motivation (X3) increases, employee performance will also increase by 0.498. Motivation (X3) has a t value of $4.876 > t$ table of 1.994 with a significant value of $0.000 < 0.05$ which means that there is a significant influence between motivation (X3) on the performance of employees of PT.

Starlight Garment Semarang (Y). According to Hasibuan in (Rizkie et al., 2019) The supply of motivation that piques someone's interest in their work and encourages collaboration, productivity, and integration in all endeavors to attain fulfillment is known as work motivation. Previous research by provides support for this study. (Jintar, 2023) asserting that employee performance is significantly impacted by work motivation.

According to studies on dual role conflict, work stress, and motivation all have an impact on employee performance. The performance of PT. Starlight Garment Semarang employees is influenced by multiple role conflict, work stress, and motivation at the same time, as indicated by the Fcount value of 46.933, which is greater than the Ftable of 2.73 ($46.933 > 2.73$), and the significant value of 0.000, which is smaller than 0.005 ($0.000 < 0.05$). The test result for coefficient of determination was 0.665. This number indicates that the study's independent variables dual role conflict, job stress, and motivation can account for 65.1% of the variation in the dependent variable, which is employee.

CONCLUSION

1. Multiple role conflict has a relationship with employee performance, this means that if employees can manage role conflict well, they will be able to improve their performance at PT. Starlight Garment Semarang.
2. Work stress has a relationship with employee performance, this means that if employees can suppress work stress well, they will be able to improve their performance at PT. Starlight Garment Semarang.
3. Motivation has a relationship with employee performance, this means that if employees can increase their motivation at work, they will be able to improve their performance at PT. Starlight Garment Semarang.
4. Dual role conflict, work stress and motivation simultaneously influence employee performance. It is hoped that employees can suppress dual role conflict and work stress on the other hand by increasing their work motivation so that they can improve performance at PT. Starlight Garment Semarang.

SUGGESTION

Based on the conclusions presented in this research, the suggestions that can be given in this research are as follows:

1. Recommended policy from PT. Starlight Garment Semarang can use the maximum overtime limit for overtime or on Sundays there are no overtime hours.

2. It is recommended that companies pay more attention to the symptoms of stress experienced by female employees and then provide solutions such as holding work evaluations, counseling, refreshing because the work they do sometimes makes a person feel depressed.
3. It is recommended that by providing bonuses for work achievements that have been achieved, providing training for career development can also be carried out to motivate employees to achieve optimal performance.

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