

# The Influence of Multiple Role Conflict and Work Stress on the Performance of Women Workers with Work Commitment as an Intervening Variable (Study of Central Java BKKBN Employees in Semarang City and Regency Work Area)

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## Abstract

This research aims to determine the effect of dual role conflict and work stress on employee performance directly and indirectly through organizational commitment at the Central Java BKKBN agency, Semarang City, and Regency Work Area. The population used in this research is all employees who work in the Central Java BKKBN working area of Semarang City and Regency. Sampling will use purposive sampling, with the sample selection criteria being female married or married employees. Based on this sampling, the research sample size was 80 respondents. The primary data used was obtained through a research questionnaire. The data analysis technique used is the *Structural Equation Model Partial Least Square* (SEM-PLS). The research results show that multiple-role conflict has a significant negative effect on organizational commitment, and work stress negatively and significantly impacts organizational commitment. Multiple role conflict has a negative and significant effect on employee performance, work stress has a negative and significant impact on employee performance, and organizational commitment has a positive and significant effect on employee performance. The results of the mediation test show that organizational commitment can mediate the impact of multiple role conflicts on employee performance, and organizational commitment can mediate the effect of work stress on employee performance.

**Keywords:** Multiple Role Conflict, Job Stress, Organizational Commitment, and Employee Performance.

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## INTRODUCTION

As a government institution, the Population and Family Planning Agency (BKKBN) aims to create a balance of population in accordance with environmental capacity and improve the population's quality in all aspects of life. BKKBN relies on various resources, including human resources (HR) and employees, to achieve this goal. Employees, as a critical element in an organization, have a vital role in determining its success in achieving its goals. Employees are responsible for maximizing performance, increasing productivity, and achieving effectiveness through more efficient working methods, thereby adding value to the organization. In government agencies, employees, better known as State Civil Apparatus (ASN), have a significant role in administrative tasks. As public servants and pillars of the bureaucracy, ASNs are expected to improve their

performance to provide optimal services to the community. Therefore, improving the performance of ASN is necessary to provide practical, efficient, affordable, and timely services to the community (Harnyoto *et al.*, 2020).

As a regional government organization, the Central Java Population and Family Planning Agency (BKKBN) will demand its employees' performance to achieve organizational goals. Employee performance is seen from the quality and quantity of work results and their responsibilities. Performance is crucial for ASNs because it influences the enforcement of rules and community services and impacts the nation and state. Performance assessment provides benefits for ASN and society as a whole. This is because this assessment is carried out to assist leaders in monitoring their organization's resources and to measure the efficiency

level of using the resources owned by the organization (Nurwahidah *et al.*, 2018).

Optimal employee performance can be realized through increasing work productivity. High employee performance can also be realized by utilizing the employees' potential to create agency goals so that they can make a positive contribution to the agency's development. Each agency must consider various factors that can influence employee performance to improve its performance. These factors include multiple role conflict and work stress.

Susijawati *et al.*, (2017) research suggests that conflict occurs due to a discrepancy between expectations and reality. In the world of work, the term conflict is explained through multiple role conflict, namely, a form of conflict between roles, where roles in work and family conflict with each other, employees have a higher level of difficulty in carrying out their role in the world of work (work) compared to their role in the family as head of the household or as a family member. Research by Burhanuddin *et al.*, (2018) states that employees who cannot divide or balance their time for family and work matters can cause conflict, namely family conflict and work conflict, or what is known as dual role conflict. Multiple role conflict impacts employee performance, whereas dual role conflict will have a more significant impact on reducing employee performance.

Sulastri & Onsardi (2020) research stress is a dynamic condition that arises when individuals face situations that are considered essential but uncertain, such as opportunities, demands, or obstacles. Factors in the organizational environment can cause stress for employees. Continuous stress can hurt employee performance and health and have a detrimental impact on the company with potential losses, such as high rates of employee resignation. Therefore, in the long term, the adverse effects of stress can become even more significant for the organization. Research by Sari & Saputra (2022) explains that work stress and employee performance have a negative relationship. High levels of work stress will reduce employee performance levels and vice versa. The stress experienced by a person can have an impact on psychological disorders and personal health.

The employee performance study in the research will explain the performance of Family Planning Counselors in Semarang City and Semarang Regency. Family Planning Counselors' (PKB) work achievements in both the City and Regency of Semarang from 2022 to 2023 have decreased, and many still have not reached the expected targets. This can be seen from the small number of family planning participants who use each contraceptive method. From a percentage level, it is also still very far from BKKBN's expectations in achieving the expected goals. The work performance of

Semarang City and Regency family planning instructors from 2022 to 2023 has decreased. This can be seen from the number of family planning participants, both men and women, who have still not reached 100% in both Semarang City and Semarang Regency. This is because many men don't care about the family planning program, and almost some don't care and don't want to do family planning because they think only women should do family planning. The number of female family planning participants in Semarang City in 2022 will decrease to 2023, and the work target has not been met. The number of female family planning participants in Semarang Regency has also reduced, and the expected target has not been met.

This research was conducted based on gaps in the research results of several previous researchers, which can be seen from the existence of *research gaps* or differences in the research results. Research conducted by Nugrahaningsih & Irmawati (2022) and Amer *et al.*, (2023) obtained a conclusion that stated that dual role conflict had a negative and significant effect on employee performance, but this was different from the results of research conducted by Burhanuddin *et al.*, (2018) which stated that dual role conflict had an insignificant negative effect on employee performance. Research conducted by Sulastri & Onsardi (2020) and Pradoto *et al.*, (2022) found the results that work stress had a negative and significant effect on employee performance, but this was different from the research results of Polopadang *et al.*, (2019) and Usmani *et al.*, (2022) which stated that work stresses positive and insignificant effect on employee performance.

Multiple role conflicts and work stress do not always significantly influence employee performance, so there must be variables that function as mediations supporting these variables. Good performance requires work commitment from an employee. Work commitment refers to an individual's attachment or loyalty to their work organization. A high work commitment makes individuals feel more committed and dedicated to achieving organizational goals and doing their best. When someone is firmly committed to the organization, they tend to be more enthusiastic and have high intrinsic motivation to perform best.

Work commitment can mediate between dual role conflict and work stress on employee performance. This means that a high level of work commitment can help reduce the negative impact of multiple role conflicts and work stress on employee performance. When someone feels attached and committed to the organization, they find ways to overcome the challenges and obstacles they may face at work so they can still make an optimal contribution to achieving organizational goals.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

### Employee Performance

Employee performance can be interpreted as a person's efforts to achieve goals through work productivity produced in quantity and quality (Sari & Saputra, 2022). According to Government Regulation Number 30 of 2019, civil servant performance results from the work achieved by each civil servant in the organization/unit by SKP and work behavior. Employee performance is the result of work that includes both quality and quantity, which is successfully achieved by an employee in carrying out his duties according to the responsibilities given to him (Mangkunegara, 2019). Based on these definitions, employee performance is the result obtained by an employee from carrying out assigned duties or responsibilities and involves achievements in terms of quality and quantity of work by the Professional Competency Standards (SKP) and work behavior that has been regulated during this period. Certain periods.

Indicators used to measure employee performance in research, according to Afandi (2018), include 1) quantity of work output, 2) quality of work results, 3) cooperation, 4) work initiative, and 5) work discipline.

### Multiple Role Conflict

Dual role conflict (*Work-family conflict*) occurs between roles where role pressure comes from the work and family domains, some of which are incompatible. That is, participation in work (family) roles becomes more difficult because of participation in family (work) roles (Amer *et al.*, 2023). Multiple role conflict (*Work-family conflict*) is a type of role conflict where the demands of work and family duties are mutually beneficial but cannot be reconciled. This happens when someone tries to fulfill their work needs, which are influenced by their ability to meet their family obligations, or vice versa (Vernia & Senen, 2022). Dual role conflict is a conflict that arises as a result of individuals carrying out two or more opposing roles at the same time (Nugrahaningsih & Irmawati, 2022). Based on several definitions, dual role conflict is a form of role conflict where the demands of work and family conflict with each other and are difficult to reconcile, and this occurs when individuals face difficulties in meeting work demands due to the influence of family responsibilities, or vice versa.

The multiple role conflicts experienced by employees can be a challenge for employees to maintain their commitment to the organization. Employees who experience conflict between work and family demands tend to feel stressed, tired, and less satisfied with their work and personal lives. This can cause them to feel less emotionally connected to the organization and question their loyalty. The research results of Candra *et al.*, (2022) stated that the higher levels of multiple-role conflict

experienced by employees will significantly negatively impact organizational commitment. The research results by Lestari & Budiono (2021) also explain that the higher the dual role conflict experienced by employees will negatively influence organizational commitment.

Dual role conflict is a form of role conflict where demands from work and family conflict are challenging to reconcile, and this occurs when individuals face difficulties in meeting work demands due to the influence of family responsibilities. In this situation, pressure and imbalance between work and family roles interfere with performance. The conflict between the needs of work roles and family roles disrupts employees' balance and focus, ultimately affecting their work. The results of research by Lestari & Budiono (2021) show that if employees experience work conflict, it will negatively influence their performance. The research results by Candra *et al.*, (2022) also state that if employees increasingly feel the multiple role conflict, it will most likely reduce their performance. This is reinforced by the research results of Nugrahaningsih & Irmawati (2022) and Amer *et al.*, (2023), which state that multiple role conflict hurts employee performance.

H1: Multiple role conflict has a significant negative effect on organizational commitment.

H3: Multiple role conflict has a significant negative impact on employee performance.

### Job Stress

Stress is a pressing feeling or feeling of pressure experienced by an employee when facing his work (Mangkunegara, 2019). Work stress is also defined as tension that impacts a person's emotional, mental, and physical aspects (Sulastrri & Onsardi, 2020b). Work stress is a condition of tension that causes physical and psychological imbalance, affecting an employee's emotions, thought processes, and condition. The greater the stress experienced by employees, the more difficult it is to face their environment (Sari & Saputra, 2022). Based on these definitions, it can be concluded that work stress is a condition of tension experienced by an employee due to excessive work demands or not in accordance with the individual's abilities, resulting in pressure that affects the employee's well-being and health.

Prolonged work stress can cause employees to feel depressed, tired, and less satisfied with their work. This can reduce employee commitment to the organization. Employees who experience high work stress tend to have a greater desire to leave the organization. Employees may feel that the work environment is unsupportive or does not meet their expectations, affecting their commitment to the organization. Utomo's (2023) research results, title: The Role of Organizational Commitment in Mediating the Effect of Job Demand and Work Stress on Employee Performance with Perceived Organizational Support as a Moderating Variable (Case Study in the Inspectorate

General Work Unit of the Ministry of XYZ), state that high work stress has a negative impact on employee commitment to the organization. The research results of Roretta *et al.*, (2023) suggest that the higher work stress experienced by employees will negatively influence employee performance.

High levels of work stress can disrupt employee abilities, concentration, and motivation to carry out work tasks effectively and efficiently. Continuous stress can affect work effectiveness and efficiency, as well as employee work quality and productivity. This shows that high work stress will reduce the performance produced by employees. The research results of Sulastri & Onsardi (2020) state that the higher work stress experienced by employees can have a negative influence on improving employee performance. The research results of Pradoto *et al.*, (2022) state that high work stress from an employee can hurt improving employee performance. This is reinforced by the research results of Utomo (2023) and Roretta *et al.*, (2023), which state that work stress significantly negatively affects employee performance.

H2: Job stress has a significant negative effect on organizational commitment.

H4: Job stress has a significant negative effect on employee performance.

**Organizational Commitment**

Organizational commitment is a relative strength of an individual in identifying their involvement in a part of the organization, which is characterized by acceptance of the organization's values and goals, willingness to work for the sake of the organization, and desire to maintain membership in the organization (Robbins & Judge, 2018). Organizational commitment is a strong desire to remain a member of a particular organization, the willingness to strive by the organization's wishes and specific beliefs about accepting the organization's goals and values. It can be interpreted that organizational commitment is a person's attitude that shows loyalty to an organization and the process by which a person expresses his concern for the organization (Luthans, 2018). Based on these definitions,

it can be concluded that organizational commitment is an employee's attitude, which shows the extent to which an employee remains loyal to the organization and confident and willing to accept the values and goals of the organization, even willing to stay and maintain their membership so they can excel and serve the organization.

Organizational commitment can lead to employee loyalty, which creates a sense of responsibility and dependence on the company. The higher a person's commitment to their duties, the higher the performance that can be achieved, which, in the end, can result in a higher assessment. Commitment to the organization significantly impacts employee performance because the higher the commitment, the higher the employee's performance. The research results of Lestari & Budiono (2021) show that higher organizational commitment will have a positive impact on improving the performance produced by employees. The results of research by Candra *et al.*, (2022) state that high commitment will have a positive effect on improving the performance produced by employees. This is reinforced by the research results of Utomo (2023) and Roretta *et al.*, (2023), which state that higher organizational commitment positively and significantly affects employee performance.

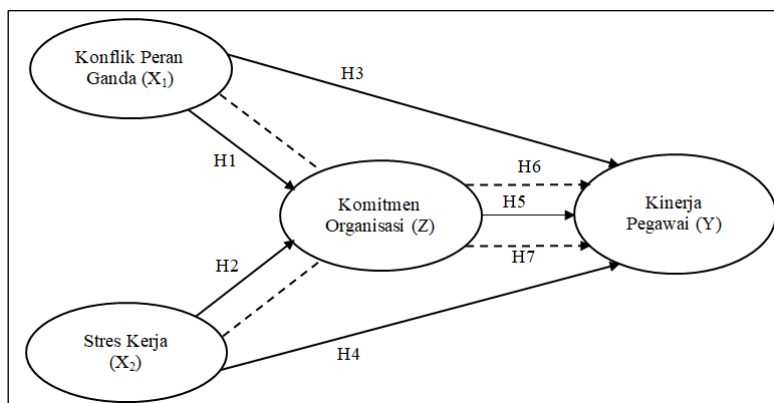
H5: Organizational commitment has a significant positive effect on employee performance.

H6: Organizational commitment can mediate the effect of multiple role conflicts on employee performance.

H7: Organizational commitment can mediate the effect of work stress on employee performance.

**Thinking Framework Model**

This research was conducted to analyze the influence of the variables dual role conflict and work stress on employee performance, as well as to test the role of the intervening variable organizational commitment in mediating the influence of the variables dual role conflict and work stress on employee performance. The conceptual model can be seen in the following picture:



**Figure 1: Thinking Framework Model**



## RESEARCH METHODS

### Types of Research and Data Sources

This time, explanatory research is used to reveal and describe the relationship between the variables studied and seek a deeper understanding of the cause and effect between these variables. Data sources play an essential role in research because they determine the type and method of data collection used. In this research, the researcher took the primary data source directly from the

source (Sugiyono, 2019). Primary data will be measured using a Likert scale from 1 – 5, with a score of 1 = strongly disagree to a score of 5 = strongly agree.

### Operational Definition of Variables

The variables used in this research include multiple role conflict (X1), work stress (X2), organizational commitment (Z), and employee performance. A summary of variable operational definitions is as follows:

**Table 1: Operational Definition of Variables**

No	Variable	Operational definition	Indicator
1	Dual Role Conflict (X1)	A form of role conflict in which demands from work and family conflict and are challenging to reconcile, and this occurs when individuals face difficulties in meeting work demands due to the influence of family responsibilities, or vice versa	<ol style="list-style-type: none"> <li>1. The conflict between family work time</li> <li>2. Emotional tension between work and family roles</li> <li>3. Dissatisfaction with completing tasks simultaneously</li> <li>4. Difficulty in meeting demands simultaneously</li> <li>5. interference between roles simultaneously (Vernia &amp; Senen, 2022).</li> </ol>
2	Job Stress (X2)	The condition of tension experienced by an employee due to work demands that are excessive or not following the individual's abilities, resulting in pressure that affects the employee's well-being and health	<ol style="list-style-type: none"> <li>1. Workload</li> <li>2. Physical condition or health</li> <li>3. Interpersonal relationships deteriorate</li> <li>4. Role ambiguity</li> <li>5. Work pressure (Robbins &amp; Judge, 2018)</li> </ol>
3	Organizational Commitment (Z)	Employee attitudes indicate the extent to which an employee remains loyal to the organization and confident and willing to accept the values and goals of the organization, even willing to stay and maintain their membership so they can excel and serve the organization	<ol style="list-style-type: none"> <li>1. Attachment to the organization</li> <li>2. The desire to stay with his job</li> <li>3. Willingness to work hard for the organization</li> <li>4. Accept the values of the organization</li> <li>5. Loyalty to the organization (Darmawan, 2013)</li> </ol>
4	Employee Performance (Y)	The results obtained by an employee from carrying out assigned duties or responsibilities involve achievements in terms of quality and quantity of work in accordance with Professional Competency Standards (SKP) and work behavior that has been regulated over a certain period.	<ol style="list-style-type: none"> <li>1. Quantity of work output</li> <li>2. Quality of work results</li> <li>3. Cooperation</li> <li>4. Work initiative</li> <li>5. Work discipline (Afandi (2018)</li> </ol>

**Source:** Developed for research, 2024.

### Population and Sample

The population used in this research were all employees who worked at the Central Java BKKBN service in the Semarang City and Regency Work Area. The sampling technique used is *purposive sampling technique*, with the criteria for determining the sample used, namely employees of the BKKBN Central Java Working Area of Semarang City and Regency excluding office leaders and researchers, and married female employees, the number of samples that will be used in the research is obtained. This time, there were 80 respondents.

### Analysis Method

The data analysis methods used are descriptive and inferential, using the SmartPLS version 24.0

program. Descriptive analysis uses index value techniques, while inferential analysis uses a *Structural Equation Model (SEM)* based on *Partial Least Squares (PLS)*.

## RESEARCH RESULTS AND DISCUSSION

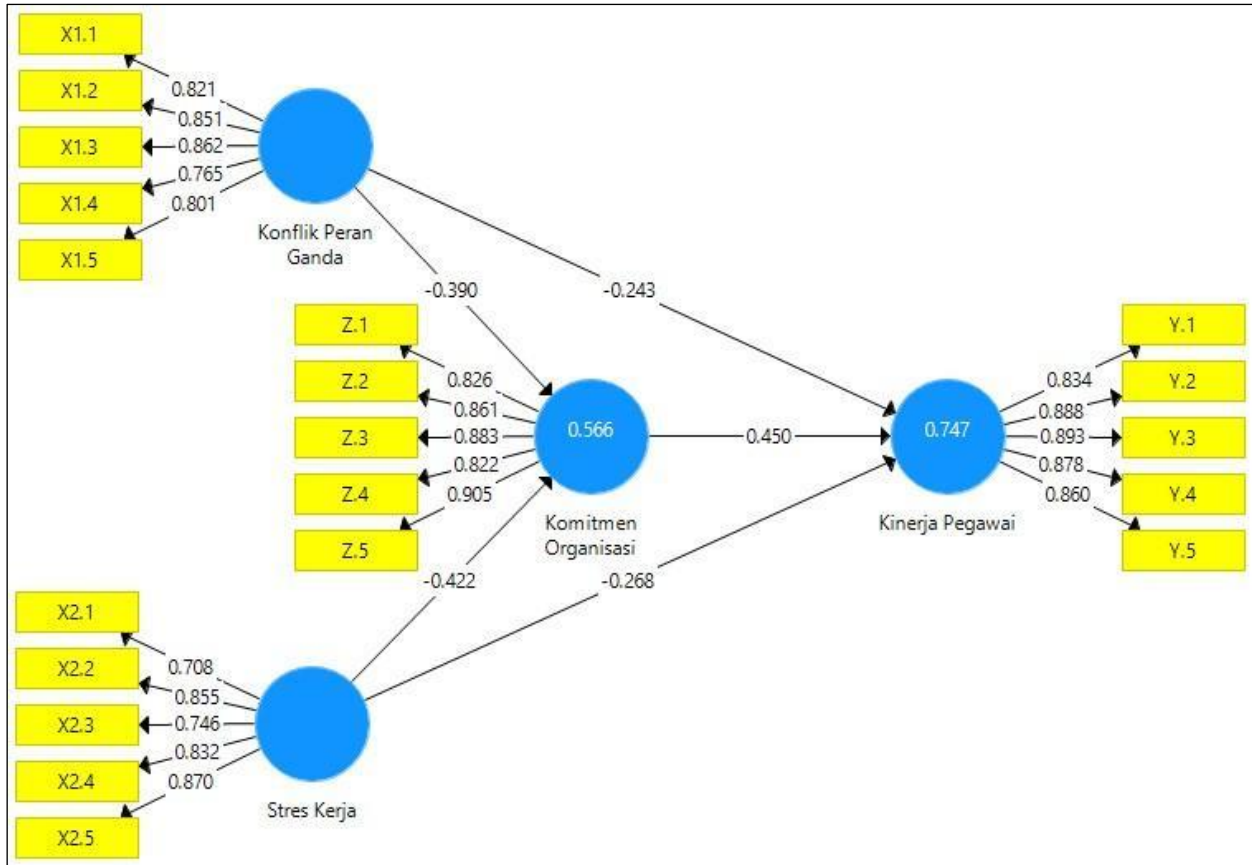
### Descriptive Analysis

The respondents' responses to the low dual role conflict variable can be seen from the majority of respondents who stated they disagreed, meaning that the dual role conflict felt by employees when carrying out work duties is shallow. The response to the work stress variable is deficient, which can be seen from the majority of respondents who stated they disagreed, meaning that the work stress experienced by employees in the agency

while working is very low. The results of the response to the organizational commitment variable are high; it can be seen from the majority of respondents agreeing, meaning that employees' organizational commitment is high. The results of the response to the employee

performance variable are very high, as can be seen from the number of respondents who agreed, meaning that the performance produced by employees is optimal.

**Full Structural Model Results**



**Figure 2: Full Structural Model**

**Validity and Reliability Test Results**

The loading factor value obtained from each variable indicator's *outer loading output results* is more significant than 0.70. These results can be concluded that each indicator used to measure each variable of dual role conflict, work stress, organizational commitment, and employee performance is valid. The *Average Variance Extracted (AVE)* value resulting from each variable is more significant than 0.5, so the variables of multiple role conflict, work stress, organizational commitment, and employee performance are likely valid. The results of the discriminant validity test obtained from the output results show that the root value of each variable's AVE

(*Fornell-Larcker Criterion*) is greater than the correlation value with other variables, so the discriminant value of each variable is said to be valid. The *Cronbach's alpha* and *composite reliability* values for each multiple role conflict, work stress, organizational commitment, and employee performance variables are more significant than 0.70. These results show that the construct of each variable is reliable and meets the research requirements. Based on these results, the research data meets the criteria for validity and reality. Complete results can be seen in the following table:

**Table 2: Outer Loading Results**

	Indicator	Loading factor	Cronbach's Alpha	Composite Reliability	AVE
<b>Multiple Role Conflict</b>	X1.1	0.821	0.878	0.911	0.673
	X1.2	0.851			
	X1.3	0.862			
	X1.4	0.765			
	X1.5	0.801			
<b>Job Stress</b>	X2.1	0.708	0.912	0.901	0.648
	X2.2	0.855			

	Indicator	Loading factor	Cronbach's Alpha	Composite Reliability	AVE
	X2.3	0.746	0.862	0.934	0.740
	X2.4	0.832			
	X2.5	0.870			
<b>Organizational Commitment</b>	Z.1	0.826	0.920	0.940	0.758
	Z.2	0.861			
	Z.3	0.883			
	Z.4	0.822			
	Z.5	0.905			
<b>Employee Performance</b>	Y.1	0.834	0.920	0.940	0.758
	Y.2	0.888			
	Y.3	0.893			
	Y.4	0.878			
	Y.5	0.860			

Source: Primary data processed, 2024.

Table 3: Fornell-Larcker Criterion Results

	Employee Performance	Organizational Commitment	Multiple Role Conflict	Job Stress
<b>Employee Performance</b>	0.871			
<b>Organizational Commitment</b>	0.806	0.860		
<b>Multiple Role Conflict</b>	-0.746	-0.692	0.821	
<b>Job Stress</b>	-0.758	-0.701	0.715	0.805

Source: Primary data processed, 2024.

**R-Square**

The *R-squared* value of the first model is 0.566, meaning that multiple role conflict and work stress can explain variations in the organizational commitment variable by 56.6%. In contrast, the rest is explained by other variables that were not studied. The *R-Square* value of 0.5665 also shows that the first model can be categorized as moderate. The *R-squared* value of the

second model is 0.747, meaning that multiple role conflict, work stress, and organizational commitment can explain the variation in employee performance variables by 74.7%. In contrast, the rest explained other variables not studied or included in the model. The *R-Square* value of 0.747 shows that the second model can be categorized as vital. These results can be summarized in the following table:

Table 4: R-Square Results

Variable	R Square	R Square Adjusted
Organizational Commitment	0.566	0.555
Employee Performance	0.747	0.737

Source: Primary data processed, 2024.

**Hypothesis Test Results**

The results of the hypothesis testing of the influence of dual role conflict and work stress on

organizational commitment, as well as the influence of dual role conflict, work stress, and organizational commitment on employee performance, are as follows:

Table 5: Hypothesis Test Results

	Beta	T Statistics	P Values	Decision
Dual Role Conflict → Organizational Commitment	-0.390	3,403	0.001	accepted
Job Stress → Organizational Commitment	-0.422	3,651	0,000	accepted
Dual Role Conflict → Employee Performance	-0.243	2,044	0.041	accepted
Job Stress → Employee Performance	-0.268	2,126	0.034	accepted
Organizational Commitment → Employee Performance	0.450	3,932	0,000	accepted

Source: Primary data processed, 2024.

The original sample coefficient value of the dual role conflict variable on organizational commitment is -0.390. It is negative, with a statistical value of 3.403, which is more significant than 1.96 or (3.403 > 1.96), and the P value is smaller than 0.05, namely (0.001 < 0.05).

These results indicate that hypothesis one (H1) is accepted, meaning that multiple-role conflict negatively and significantly affects organizational commitment. These results show that the lower the dual role conflict experienced by employees, the higher their commitment

to the organization. When employees can manage or reduce multiple role conflicts, such as double workloads between work and personal or family responsibilities, they tend to have more extraordinary dedication and loyalty to BKKBN. This shows the importance of management strategies that help employees balance work and personal roles to increase organizational commitment. The results of the descriptive analysis show that the dual role conflict experienced by employees is low, which will increase the employee's commitment to the Central Java BKKBN agency. These results support the research of Candra *et al.*, (2022) and Lestari & Budiono (2021), which state that multiple role conflicts negatively and significantly affect organizational commitment.

The original sample coefficient value of the work stress variable on organizational commitment is -0.422. It is negative, with a statistical value of 3.651, which is greater than 1.96 or ( $3.651 > 1.96$ ), and the P value is smaller than 0.05, namely ( $0.000 < 0.05$ ). These results indicate that hypothesis two (H2) is accepted, meaning that work stress negatively and significantly affects organizational commitment. These results show that the lower the level of work stress experienced by employees, the higher their commitment to the organization. When employees experience lower stress levels, they tend to be more satisfied, motivated, and loyal to the organization, which contributes to increasing their commitment. Therefore, BKKBN needs to implement effective policies and practices in managing and reducing work stress to increase employee organizational commitment. The results of the descriptive analysis were obtained if the work stress experienced by employees was low, which would increase the employees' commitment to the Central Java BKKBN agency. These results support the research by Utomo (2023) and Roretta *et al.*, (2023), which stated that work stress negatively and significantly affects organizational commitment.

The original sample coefficient value of the dual role conflict variable on employee performance is -0.243. It is negative, with a statistical value of 2.044, which is greater than 1.96 or ( $2.044 > 1.96$ ), and the P value is smaller than 0.05, namely ( $0.041 < 0.05$ ). These results indicate that hypothesis three (H3) is accepted, meaning that multiple role conflict negatively and significantly affects employee performance. These results show that the lower the level of dual role conflict experienced by employees, the higher their performance. When employees can manage or reduce conflicts between work and personal or family responsibilities, they can be more focused and effective in carrying out their duties. Therefore, to improve employee performance, BKKBN needs to provide support that helps employees balance their dual roles, reducing the potential for role conflict. The results of the descriptive analysis show that the dual role conflict in this agency is low, as indicated by the large number of people who

disagree so that it can improve the performance produced by Central Java BKKBN employees in the Semarang City and Regency work areas. These results support the research results of Lestari & Budiono (2021), Candra *et al.*, (2022), Nugrahaningsih & Irmawati (2022), and Amer *et al.*, (2023), which states that multiple role conflict has a negative and significant effect on employee performance.

The original sample coefficient value of the work stress variable on employee performance is -0.268. It is negative, with a statistical value of 2.126, which is greater than 1.96 or ( $2.126 > 1.96$ ), and the P value is smaller than 0.05, namely ( $0.034 < 0.05$ ). These results indicate that hypothesis four (H4) is accepted, meaning that work stress negatively and significantly affects employee performance. These results show that the lower the level of work stress experienced by employees, the higher the performance they produce. When employees experience lower work stress, they can work more effectively, focus and be productive. Therefore, BKKBN must implement effective strategies and policies to manage and reduce work stress and improve employee performance. The results of the descriptive analysis show that work stress in the agency is low, as indicated by the large number of people who disagree so that it can improve the performance of Central Java BKKBN employees in the Semarang City and Regency work areas. These results support the research results of Sulastri & Onsardi (2020), Pradoto *et al.*, (2022), Utomo (2023), and Roretta *et al.*, (2023), who stated that work stress has a negative and significant effect on employee performance.

The original sample coefficient value of the organizational commitment variable on employee performance is 0.450. It is positive, with a statistical value of 3.932, which is greater than 1.96 or ( $3.932 > 1.96$ ), and the P value is smaller than 0.05, namely ( $0.000 < 0.05$ ). These results indicate that hypothesis five (H5) is accepted, meaning that organizational commitment positively and significantly affects employee performance. These results show that the higher the organizational commitment employees have, the higher their performance. Employees who are highly committed to the organization tend to be more motivated, loyal, and dedicated in carrying out their duties. Therefore, to improve employee performance, BKKBN needs to continue to build and strengthen organizational commitment through various programs and policies that increase employees' sense of attachment and satisfaction with the agency so that it will have a positive impact on the performance produced by BKKBN employees for the sustainability of the agency in the future. Will come. The results of the descriptive analysis show that organizational commitment in this agency is high, as indicated by the number of people who agree so that it can improve the performance of Central Java BKKBN employees in the Semarang City and Regency working area. These results have supported the research results.



These results support the research results of Lestari & Budiono (2021), Candra *et al.*, (2022), Utomo (2023), and Roretta *et al.*, (2023), which states that organizational commitment has a positive and significant effect on employee

### Mediation Test Results

Results of the analysis of the influence of dual role conflict and work stress on employee performance through organizational commitment are as follows:

**Table 6: Mediation Test Results**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Information
Dual Role Conflict -> Organizational Commitment -> Employee Performance	-0.175	2,503	0.013	H6 accepted
Job Stress -> Organizational Commitment -> Employee Performance	-0.190	2,681	0.008	H7 accepted

Source: Primary data processed, 2024.

The bootstrapping output results show the statistical t value from the mediation test, the effect of dual role conflict on employee performance through organizational commitment is more significant than 1.96, namely (2.503 > 1.96), with a p-value smaller than 0.05, namely (0.013 < 0.05). These results indicate that hypothesis six (H6) can be accepted, meaning that organizational commitment can mediate the effect of dual role conflict on employee performance. This suggests that organizational commitment mediates the relationship between multiple-role conflict and employee performance. In other words, although multiple role conflicts can reduce employee performance, increasing organizational commitment can reduce this negative impact. Therefore, BKKBN needs to focus on strategies that increase employees' organizational commitment, such as career development programs, rewards, and work-life balance support, to mitigate the adverse effects of dual role conflict and improve overall performance. These results support the research of Lestari & Budiono (2021) and Candra *et al.*, (2022), which states that organizational commitment can mediate the effect of multiple role conflict on employee performance.

The bootstrapping output results show the statistical t value from the mediation test; the effect of work stress on employee performance through organizational commitment is more significant than 1.96, namely (2.681 > 1.96), with a p-value smaller than 0.05, namely (0.008 < 0.05). These results indicate that hypothesis seven (H7) can be accepted, meaning that organizational commitment can mediate the effect of work stress on employee performance. These results suggest that organizational commitment mediates the relationship between work stress and employee performance. In other words, although work stress can reduce employee performance, increasing organizational commitment can reduce this negative impact. Therefore, BKKBN needs to focus on strategies that improve organizational commitment, such as employee welfare programs, training, and work support, to manage stress and improve employee performance overall. These results support the research by Utomo (2023) and Roretta *et al.*, (2023), which stated that organizational

commitment can mediate the effect of work stress on employee performance.

### CONCLUSION

Based on the results of the research and discussion in the previous chapter, it shows that to improve the performance of Central Java BKKBN employees in the Semarang City and Regency work area, it is not enough just to reduce multiple role conflicts and work stress experienced by employees in the agency alone. Another thing that needs to be considered is the importance of this agency in forming the organizational commitment of employees within the Central Java BKKBN. Therefore, it is essential to have a combination of reducing dual role conflict, reducing work stress, and increasing organizational commitment, which is the key to increasing optimal employee performance. The results of the research can be concluded that 1) Multiple role conflict has a negative and significant effect on organizational commitment; 2) Job stress has a negative and significant effect on organizational commitment; 3) Multiple role conflict has a negative and significant effect on employee performance; 4) Job stress has a negative and significant effect on employee performance; 5) Organizational commitment has a positive and significant effect on employee performance; 6) Organizational commitment can mediate the effect of multiple role conflict on employee performance; and 7) Organizational commitment can mediate the effect of work stress on employee performance.

### Research Limitations

The research results that have been obtained indicate that several limitations need to be taken into account, including that in the process of collecting data through questionnaires, respondents were not allowed to provide further arguments or justifications related to the opinions on each statement submitted because open questions were not given to each the statements put forward will therefore be biased. The *R-squared* value found in this research was 56.6%, which indicates that the independent variables used could not fully explain variations in or predict organizational commitment. This limitation means that other factors that have not been

included in the research model influence organizational commitment.

### Future Research Agenda

For future research, it is hoped to consider adding open questions to each statement in the questionnaire so that it can produce more in-depth and detailed responses and will not provide biased results or more explicit results regarding the proposed answers. For future research, consider adding one or two more independent variables. For example, adding an incentive variable with high incentives can increase organizational commitment. Future research can also add the variable organizational support, which makes it possible that organizational support will impact increasing organizational commitment. Adding several of these variables is expected to improve the ability to predict organizational commitment better and obtain higher prediction results.

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