

## The Impact of Role Conflict on Employee Performance with Work Stress as An Intervening

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### Abstract

Based on empirical phenomenon related to the performance of employees in the Tanjung Emas Semarang Class I Port Authority and Authority office and the theoretical phenomena that show inconsistencies in the findings of the influence between variables direct conduct the research on role conflict, work stress and performance. The influence of role conflict, work stress and performance is outlined in an empirical research model. Data related to the variables studied were obtained through interviews with 126 employee respondents at Tanjung Emas Class I Port Authority and Harbormaster and Authority Office and tested by using Structural Equation Modeling (SEM) approach. Statistical test results show that role conflict is statistically proven to have a significant positive effect on work stress; role conflict and work stress are statistically proven to have a significant negative effect on performance.

**Keywords:** Role Conflict, Work Stress, Performance

## Pengaruh Konflik Peran pada Kinerja Pegawai dengan Stress Kerja sebagai Pemediasi

### Abstrak

Fenomena empiris terkait kinerja pegawai di lingkungan kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas I Tanjung Emas Semarang dan fenomena teoritis yang menunjukkan inkonsistensi temuan pengaruh antar variabel mengarahkan studi ini untuk melakukan kajian mengenai konflik peran, stress kerja dan kinerja. Keterpengaruh konflik peran, stress kerja dan kinerja dituangkan dalam sebuah model penelitian empiris. Data terkait variabel yang diteliti diperoleh melalui wawancara kepada 126 responden pegawai di Kantor Kesyahbandaran dan Otoritas Pelabuhan Kelas I Tanjung Emas Semarang dan dianalisis dengan pendekatan Structural Equation Modeling (SEM). Hasil pengujian statistik menunjukkan bahwa konflik peran secara statistik terbukti berpengaruh signifikan positif terhadap stress kerja; konflik peran serta stress kerja secara statistik terbukti berpengaruh signifikan negatif terhadap kinerja.

**Kata kunci:** Konflik Peran, Stress Kerja, Kinerja

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## INTRODUCTION

The success of organizational performance can be seen from the performance achieved by the employees. Therefore, organizations demand that employees are able to display optimal performance because the good or bad performance achieved by employees will affect the company as a whole. One of the efforts to improve the performance of Class I Port

Authority and Port Authority employees at Tanjung Emas Semarang is a change. The process of change is something that cannot be avoided by every organization. Organizations will always experience the dynamics of change, both caused from within and from outside the organization, environmental and technological changes that are so fast enforce employees to be able to adapt.

Conflicts that occur in organizational life if not handled seriously will have very significant impact on the efforts to achieve the organizational goals, one of which is the low performance of employees which as a whole will affect the organizational productivity. However, this is not the only thing caused by conflict that is not handled properly and wisely, it can also have direct impact on employees because in a state of awry atmosphere so that they experience stress. Stress at work is caused by several factors such as job insecurity, role conflict, role ambiguity, time pressure, interpersonal conflict, excessive amount of work, and performance pressure.

The research gap regarding the effects explained by role conflict, work stress and performance prompted this study to re-conduct an empirical study on these variables.

**METHOD**

**Population and Sample**

The research population in this study were all employees at Tanjung Emas Semarang Class I Port Authority and Harbormaster Offices who had at least one year of service, totaling 126 people. The sample size suitable for data analysis techniques with the SEM approach and Maximum Likelihood estimation techniques, the required number of samples is 100-200. Referring to this opinion, the sample used in this study is the total population (census) with the total of 126 people.

Tabel 1. *Research Gap*

<b>The Influence Between Variables</b>	<b>Researchers</b>	<b>Findings</b>
Role Conflict → Work Stress	(Anuari et al., 2017; Gentari, 2017; Hatmawan, 2015; Rifky Indrawan, 2013) (Yasa, 2017)	Work conflict has <b>significant positive</b> effect on work stress  Role conflict is proven to have <b>insignificant positive</b> effect on work stress
Role Conflict → Performance	(Giovanni et al., 2015; Mashara et al., 2017) (Nur et al., 2016; Yasa, 2017) (Sari et al., 2014)	Role conflict has <b>significant positive</b> effect on performance  Role conflict is proven to have <b>significant negative</b> on performance  Role conflict is proven to have <b>insignificant</b> effect on performance
Work Stress → Performance	(Aprilia, 2017; Giovanni et al., 2015; Mashara et al., 2017; Nur et al., 2016; Setiyo Utomo, 2019; Yasa, 2017) (Sari et al., 2014)	Work stress has <b>significant positive</b> effect on performance  Work stress is proven to have <b>significant negative</b> effect on performance

Source: Abstracted from Various Research for this Study, 2022

### **The Development of Research Variable Indicators**

The variables of role conflict, workload, work stress and performance examined in this study are latent variables. These variables cannot be measured directly, so they require indicators as variable measuring items. The followings are the development of measuring indicators for each research variables.

1. The role conflict variable is measured using four indicators, namely X1: Receiving assignments that are different from the actual tasks, X2: Work equipment that does not support, X3: Work activities with other divisions that are not in line, X4: Teams that have not worked optimally.
2. The variable of work stress is measured using six indicators, namely X5: Feelings of excessive pressure, X6: Work that does not meet targets and expectations, X7: Unsupportive environment, X8: Unbalanced work supervision, X9: Unequal distribution of tasks, X10: Ineffective and inefficient team work.
3. Performance variables are measured using five indicators, namely X11: Quality of work, X12: Quantity of work, X13: Ability to do work by themselves, X14: Punctuality, and X15: Understanding of work

### **Data Analysis Technique**

In order to test the models and relationships developed in this study, an analytical technique is needed. The analysis technique used in this study is Structural Equation Modeling (SEM) which is operated through the AMOS program.

## **FINDING AND DISCUSSION**

### **Confirmatory Analysis**

Confirmatory factor analysis is the measurement stage on the indicators that make up the latent variables in the research model. The results of the confirmatory factor analysis of each variable were carried out by analyzing the value of the standardized regression weight. The followings are the descriptions of the confirmatory analysis carried out in this study. The confirmatory analysis with the standardized regression weight approach was carried out using the following criteria:

1. If the standardized regression weight value is  $> 0.6$  with significance value  $< 0.05$ , it indicates that the indicator meets the criteria as a measuring tool for the variable under study.

2. If the value of the standardized regression weight  $< 0.6$  with significance value of  $> 0.05$ , it indicates that the indicator does not meet the criteria as a measuring tool for the variable under study.

There are three research variables in the empirical model developed and tested in this study. Variable measurement was done with indicators adopted from previous studies. Therefore, the confirmatory analysis was carried out to determine the accuracy of the indicator as a measuring tool with the standardized regression weight approach.

Tabel 2. *The Value of Standardized Regression Weight in Confirmatory Factor Analysis*

			Std Estimate	Estimate	S.E.	C.R.	P
X1	<---	Role_Conflict	.792	1.000			
X2	<---	Role_Conflict	.861	1.076	.107	10.039	***
X3	<---	Role_Conflict	.789	1.114	.124	8.984	***
X4	<---	Role_Conflict	.726	.999	.121	8.260	***
X9	<---	Work_Stress	.394	.605	.148	4.101	***
X7	<---	Work_Stress	.723	1.000			
X6	<---	Work_Stress	.818	1.160	.138	8.424	***
X5	<---	Work_Stress	.852	1.226	.138	8.907	***
X10	<---	Work_Stress	.376	.519	.133	3.901	***
X8	<---	Work_Stress	.740	1.031	.134	7.683	***
X11	<---	Performance	.678	1.000			
X12	<---	Performance	.778	1.071	.143	7.469	***
X13	<---	Performance	.658	1.036	.161	6.437	***
X14	<---	Performance	.839	1.058	.135	7.843	***
X15	<---	Performance	.708	.896	.130	6.871	***

The results of the confirmatory analysis on the indicators of role conflict and performance variables yield a standardized regression weight  $> 0.6$  with significance value of  $< 0.05$ , which means that the indicators used to measure these variables are appropriate indicators that are able to reflect the observed variables. Meanwhile, the results of the confirmatory analysis on the work stress variable show that the indicators X9 and X10 produce standardized regression weight  $< 0.6$  with significance value  $> 0.05$  meaning that these indicators cannot reflect the work stress variables as the estimated variables. Therefore, the indicators X9 and X10 were excluded as indicators and the work stress measurement was carried out by using four indicators, they are X5, X6, X7 and X8.

### Research Model Feasibility Testing

After analyzing the level of dimensionality of the dimensions/ indicators forming the latent variables tested with confirmatory factor analysis, the next analysis is the full model

Structural Equal Modeling (SEM) analysis. The results of data processing for the analysis of the full SEM model are explained below.

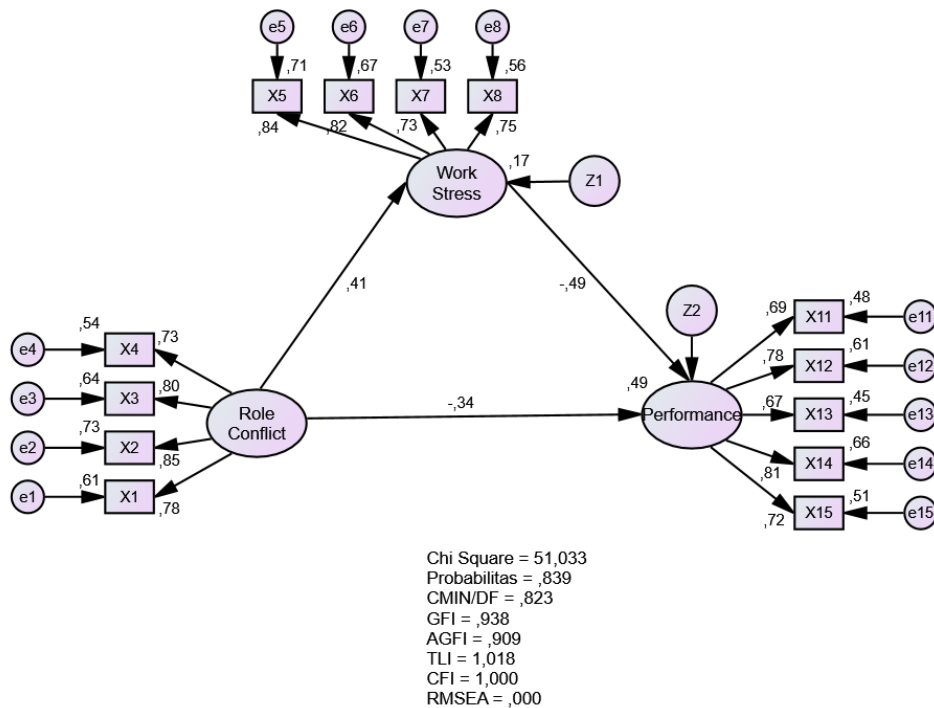


Figure 1. Research Model Evaluation

Model feasibility testing aims to analyze whether the empirical model developed in this study is feasible or appropriate model. Research model evaluation was carried out by analyzing the statistical values and non-statistical values or index values as presented in the following table:

Tabel 3. Research Model Evaluation

Goodness of Fit Indeks	Cut off Value	Result	Model Evaluation
Chi-Square (df = 62)	< 81,381	51,033	Good Fit
Probability	≥ 0,05	0,839	Good Fit
CMIN/DF	≤ 2,00	0,823	Good Fit
GFI	≥ 0,90	0,938	Good Fit
AGFI	≥ 0,90	0,909	Good Fit
TLI	≥ 0,95	1,018	Good Fit
CFI	≥ 0,95	1,000	Good Fit
RMSEA	≤ 0,08	0,000	Good Fit

This research model shows that the calculated Chi-Square value is 51.033 while the critical value/ Chi-Square table with df = 62 is 81.381. Thus, the calculated Chi Square value (51.033) < Chi Square table (81.381) with other index values such as CMIN/DF, GFI, TLI, CFI, and RMSEA are included in the good category, so that it can be concluded

that the estimated model is a fit or proper model to explain the performance changes in the estimated population.

**Hypothesis Testing**

Hypothesis testing is done to test the research hypothesis which shows the influence between research variables. Hypothesis testing is done by analyzing the probability value with the following testing criteria:

1. If the probability value is  $< 0.05$ , it means that the exogenous variables are statistically proven to have significant effect on the endogenous variables.
2. If the probability value is  $> 0.05$ , it means that the exogenous variables are statistically proven to have insignificant effect on the endogenous variables.

Tabel 4. *Hypothesis Testing*

			Std Estimate	Estimate	S.E.	C.R.	P
Work_Stress	<---	Role_Conflict	.410	.394	.102	3.874	***
Performance	<---	Role_Conflict	-.340	-.350	.104	-3.367	***
Performance	<---	Work_Stress	-.486	-.522	.121	-4.313	***

**The Effect of Role Conflict on Work Stress Testing**

The estimation parameter for testing the effect of role conflict on work stress shows the CR value of 3.874 with the probability of 0.000. Because the probability value is  $< 0.05$ , it can be concluded that the role conflict variable is proven to have significant positive effect on work stress. That is, an increase in role conflict has an impact on increasing work stress.

**The Effect of Role Conflict on Performance Testing**

The estimation parameter for testing the effect of role conflict on performance shows the CR value of -3.367 with the probability of 0.000. Because the probability value is  $< 0.05$ , it can be concluded that the role conflict variable is proven to have significant negative effect on performance. That is, an increase in role conflict has an impact on the decrease in the employee’s performance.

**The Testing of the Effect of Work Stress on Performance**

The estimation parameter for testing the effect of work stress on performance shows the CR value of -4.313 with the probability of 0.000. Because the probability value is  $< 0.05$ , it can be concluded that the work stress variable is proven to have significant negative effect on performance. That is, an increase in work stress has an impact on the decrease in the employee’s performance.

**Discussion**

**The Effect of Role Conflict on Work Stress**

This study examines empirically the influence of role conflict variables on work stress. The measurement of role conflict is carried out using four indicators which include receiving

assignments that are different from the actual assignments, work tools that are not supportive, work activities with other divisions that are not in line and teams that have not worked optimally. The results of the descriptive analysis of the respondents' answers show that the role conflict that occurs in the research area is included in the high category. That is, respondents think that the psychological symptoms experienced by the members of the organization that can cause discomfort at work are high. Of the four indicators used to measure role conflict, the indicator of work equipment that does not support is perceived the highest by the respondents.

In the descriptive analysis of the work stress variable, it shows that the work stress variable is included in the high category. That is, the respondents experienced a high adaptive response to the external situations that resulted in physical, psychological and/ or behavioral deviations in the members of the organization. The measurement of work stress in this study was carried out using six indicators which included feelings of excessive pressure, work that did not meet targets and expectations, an unsupportive environment, unequal work supervision, uneven distribution of tasks, ineffective and efficient team work. Of the six indicators, the unequal distribution of tasks is the indicator that is perceived the highest by the respondents.

This study has proven that role conflict has positive effect on work stress. That is, when the role conflict experienced by the employees increases, this will also lead to increase work stress. Work stress is a condition that is unpleasant and interferes with the implementation of tasks and individual performance created because of all the demands, changes and burdens that exist in work and the company, while role conflict is a situation where there are different demands on an employee because there are differences in roles that cause differences action to be taken. Role conflict causes pressure on the employees which requires different actions taken which will affect the psychological state of the employees. Role conflict can affect a variety of negative outcomes such as the increasing work stress. The studies that have been conducted by (Anuari et al., 2017; Gentari, 2017; Hatmawan, 2015; Rifky Indrawan, 2013), show that work conflict has significant positive effect on work stress. These results are in line with the results of this study regarding the influence of role conflict on work stress.

### **The Effect of Role Conflict on Performance**

The descriptive analysis carried out on the performance variable shows that the respondents' performance is included in the moderate category. These findings indicate that the results achieved by workers in their work according to certain criteria that apply to a particular job are less optimal. The performance measurement was carried out using five indicators which include the quality of work, quantity of work, ability to do the work by themselves, punctuality, and understanding of work. Of the five indicators, the indicator on the quality of work is the indicator that is perceived by the respondents the lowest. Less optimal performance of this respondent is inversely related to role conflict. The role conflict experienced by respondents in the workplace is highly perceived by respondents.



The statistical test using empirical data shows that role conflict has negative effect on performance. That is, the employee's performance will decrease if the role conflict experienced by the employees in the workplace increases. A role is a position that has expectations developed from the established norms. An employee often has double role because he has to do work that is not in accordance with the role being carried out. This role often creates demand conflict and expectation conflict. The existence of the employee's double roles certainly raises role conflict within employees which have an impact on their feelings or attitudes towards the work done so far. Someone who experiences high role conflict may become frustrated and confused. Time-constrained people try to decide which role expectations to accept and which ones to abandon. This will result in work stress and affect the decrease in the level of performance of the employee. The results found in this study certainly strengthen the results of studies conducted by (Giovanni et al., 2015; Mashara et al., 2017) where the study also found that role conflict has significant positive effect on performance.

### **The Effect of Work Stress on Performance**

Performance can be interpreted as the willingness of a person or group of people to carry out an activity and accomplish it according to their responsibilities with the expected results. The results of the descriptive analysis on the performance variable show that the respondents' performance are included in the moderate category. On the other hand, the work stress variable that will be tested for its effect on performance indicates that the work stress experienced by respondents at the research site is perceived as high. The statistical tests on work stress and performance variables significantly show that work stress has negative effect on performance. That is, the employees who experience increased work stress will have an impact on decreasing employee's performance. The work stress faced by the employees causes a decrease in the health and thinking power of the employees, a decrease in the desire to work, which of course will have an impact on the employees' performance.

The effect of work stress on the employees' performance cannot be denied to have a real effect. This is so because work stress is an adaptive response, which is a consequence of any action, situation, or event that places special demands on a person. This work stress can occur at all levels of management, not only at the top-level management but also at lower level management. The work stress faced by employees causes a decrease in the health and thinking power of the employees, a decrease in the desire to work, which of course will have an impact on the employees' performance. There is a study that gives the same results as the findings of this study, namely the research conducted by (Sari et al., 2014) where this study also shows that work stress has significant negative effect on performance.

### **CONCLUSION**

This study is based on two findings or phenomena. The first finding is the empirical phenomenon related to the employees' performance in the Tanjung Emas Semarang Class I Harbor Authority and Port Authority offices, and the theoretical phenomenon shows the

inconsistency of findings on the effects between variables. These findings direct this study to conduct studies on role conflict, workload, work stress and performance. The research stages that have been carried out in this study ultimately resulted in the following research conclusions:

1. The empirical tests on the variables of role conflict and work stress show that role conflict is statistically proven to have significant positive effect on work stress. This means that an increase in role conflict causes high work stress.
2. The empirical tests on role conflict and performance variables show that role conflict is statistically proven to have significant negative effect on performance. This means that an increase in role conflict causes a decrease in employees' performance.
3. The empirical tests on work stress and performance variables show that work stress is statistically proven to have significant negative effect on performance. This means that an increase in work stress causes a decrease in employees' performance.

### **Managerial Implications**

Through testing the empirical model in which the model contains the effects between variables, it can be seen that in order to improve employees' performance, both organizations and individuals working within the organization must be able to manage work stress. Based on the results of this study, to manage work stress it is necessary to pay attention to role conflict. However, in an organization, role conflict cannot be avoided because in an organization there are a group of individuals who have their respective roles, where the role demands responsibility which often collides with other parties so that it is vulnerable to causing role conflict.

Referring to the results of this study, in order to be able to manage the Human Resources (HR) in the company, there are several suggested managerial implications based on the findings obtained from the results of this study related to role conflict. To minimize role conflict, an employee should know very well the main tasks, functions and authorities, know very well the map of work like what is done by other people, who is a member of the team outside the personal team, know with certainty the activities or work activities that must be carried out to support the implementation of the main tasks and the functions assigned. Thus, the employees who know clearly what their job description is, will minimize role conflict that occurs within the company so that work stress that occurs in the workplace can be minimized and the employees' performance can be improved.

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