

# Multiple Role Conflicts In The Employment Field In Indonesian Government Agency Institutions with Work Life Balance (WLB) and Job Stress As Mediator Variables on Employee Performance

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**ABSTRACT:** Work-life balance issues are an important aspect of the psychology of happiness, which is determined by a strong sense of self-worth, satisfaction, and a variety of life-affirming relationships. This study aims to explore how dual role conflicts affect employee performance in the Manpower Office (Disnaker) in Indonesia, by considering the role of work-life balance (WLB) and work stress as mediator variables. The research method used involved collecting data from 154 employees in the disnaker through questionnaires and interviews. The data was then analyzed using statistical analysis techniques to identify the relationship between multiple role conflicts, WLB, work stress, and employee performance. The results showed that dual role conflict had a significant effect on WLB and work stress, but did not affect employee performance levels. Meanwhile, work stress and WLB cannot mediate the dual role with performance. This research provides important insights for human resource management in government agencies to develop policies and programs that support the balance between work and personal life of employees. An emphasis on managing multiple role conflicts and work stress in the work environment can improve employee well-being as well as the overall effectiveness of the organization. The practical implications of this study are the importance of appropriate interventions to improve the working conditions of employees in the public sector, while improving quality public services.

**Keywords: conflict, work life balance, employee performance, agency institutions**

## INTRODUCTION

Every employee wants to work well. Workers who work in an agency are expected to be able to complete all the tasks assigned to them and show excellent performance. However, they also play dual roles, thus increasing the risk of dual role conflicts. The issue of work-life balance is an important aspect of the psychology of happiness that is determined by a strong sense of self-worth, satisfaction, and various life-strengthening relationships. This can be seen as a marker of the achievement of roles both in the domestic and professional realms. To have a work-life balance, a person must be able to fully commit to his family and career and must take good responsibility for activities that are not related to work.

Work-life balance is one aspect that can affect an employee's performance (Fauziah, 2020). Work-life balance refers to a person's circumstances or capacity to manage their personal and professional lives in harmony. By balancing employee demands through work-life balance and salary, employers can improve employee performance through job satisfaction stating that work-life balance has a positive and significant impact on employee performance in the Sri Lankan telecommunications industry, believes this. Employee performance correlates significantly and positively with work-life balance when workers feel that a strong work-life balance is associated with improved performance of administrative staff.

The extent to which workers feel satisfied and engaged in their professional and personal lives is known as work-life balance. Nafis & Chan (2020) stating that if a person is unable to achieve a balance between work and personal affairs, then he will choose to stop working altogether or look for an alternative job that can help him achieve that balance. Stress among employees can also be caused by poor balance between work and/or family life.

Employee performance can also be affected by stress factors due to work (Anwari, Sunuharyo, & Ruhana, 2016). Stress in the workplace is a situation where employees experience pressure to carry out their job responsibilities. In addition, family problems, burdensome workloads, and other unavoidable variables can cause stress. Stress at work has an impact on worker performance and is very important for the business. Employees can improve their performance with little or no stress at all. According to employees, employees who experience high levels of work stress have worse than average performance, resulting in a decline in overall performance. Conversely, reduced levels of stress due to work will result in higher employee performance.

Stress at work refers to the negative emotional state that a person experiences when the demands of his or her job are disproportionate to his capacity to handle the situation (Annisa, 2022). Stress at work is defined by Rollinson as a condition that arises from people's interactions with their work and is characterized by changes in the person that force him to deviate from his usual functioning. A work environment that can make a person feel depressed is referred to as a trigger for work stress.

Research on work-life balance (WLB) and employee performance has been widely conducted in both private and public sectors. Fauziah (2020) revealed in her study that the balance between work life and personal life significantly impacts employee performance in the telecommunications industry in Sri Lanka. The study's results indicate that when employees feel able to manage their work and personal responsibilities in balance, they tend to be more satisfied and productive in their jobs. Similarly, research by Nafis & Chan (2020) highlighted that the inability to achieve this balance can lead to stress and decrease employee performance, even prompting employees in some cases to seek alternative jobs that offer better WLB.

In addition to WLB, work-related stress has also been a focus of research concerning employee performance. Anwari, Sunuharyo, & Ruhana (2016) found that high levels of work stress negatively affect employee performance across various sectors. Their research emphasizes that heavy workloads and family issues can trigger stress, which in turn decreases the quality of performance. Conversely, a work environment that can reduce stress tends to enhance overall employee productivity and performance. This finding is in line with Annisa's (2022) research, which explained that work stress arises when job demands exceed an individual's capacity to handle them, thereby affecting their well-being and job performance.

While several studies have highlighted the importance of work-life balance and the impact of stress on employee performance, there is a lack of research specifically examining how these two factors mediate the influence of dual role conflict in the public sector, particularly in the context of the Manpower Office. Previous studies have generally focused on the private sector or commercial organizations, with limited in-depth exploration of how dual role conflicts affect employee performance in government agencies. Therefore, there is a need to further investigate how WLB and work stress can serve as mediating variables in the relationship between dual role conflict and employee performance in the public sector.

This study contributes new insights by exploring the influence of dual role conflict on employee performance in the public sector, particularly within the Manpower Office. This research adds the dimensions of WLB and work stress as mediating variables, which have not been extensively studied in the context of government institutions. Consequently, the findings of this study are expected to provide valuable insights for the development of policies that support work-life balance and stress management in the public sector, ultimately improving employee performance and well-being within government agencies.

The Manpower Office is a government agency responsible for managing human resources, including improving labor welfare, protecting workers' rights, and developing effective employment policies. This study aims to understand how the dual role conflict experienced by employees in government agencies, including within the scope of the Manpower Office, affects their performance. By identifying how WLB and work stress can mediate the influence of dual role conflicts, the results of this study are expected to provide valuable insights for the Manpower Office in designing policies and programs that support work-life balance and reduce work stress, so as to improve employee performance and well-being in the government environment.

## **RESEARCH METHODOLOGY**

The research method used in this study is quantitative with data collection from 154 respondents who are employees at the labor office in Indonesia. This study uses a quantitative approach to collect numerically measurable data, thus allowing for a more in-depth statistical analysis of the relationship between the variables studied, namely dual role conflict, work-life balance (WLB), work stress, and employee performance.

Data collection was carried out through the distribution of questionnaires to randomly selected respondents. The questionnaire was systematically compiled containing structured questions designed to measure the level of dual role conflict experienced, their perception of WLB, the level of work stress, and the assessment of their own performance. This approach allows researchers to collect representative data from the employee population studied. Once the data is collected, statistical analysis is carried out to test the hypothesis proposed in the study.

### **Data Analysis**

#### **Outer Model**

##### ***Convergent Validity***

*Convergent validity* of the measurement model with reflective indicators is assessed based on the correlation between the scores of items/components calculated using PLS. Individual reflective measures are considered high if they have a correlation of more than 0.70 with the constructed being measured. However, according to Chin quoted by Ghozali (2018), for early stage research in the development of measurement scales, loading values of 0.5 to 0.6 are considered quite adequate (Claudya, Suryani, & Parulian, 2020). *Discriminant Validity*

of the measurement model with reflective indicators is assessed based on Cross Loading measurements with constructs. If the correlation of a construct with its measurement item is greater compared to other construct sizes, then this indicates that latent constructs are better at predicting sizes in their own blocks than in other blocks.

### **Discriminant Validity**

Another method of assessing Discriminant Validity is to compare the Root of Average Variance Extracted (AVE) value of each construct with the correlation between that construct and other constructs in the model. If the AVE value of each construct is greater than the correlation between that construct and other constructs, then the construct is said to have good Discriminant Validity (Furadantin, 2018). Here is the formula to calculate AVE.

$$AVE = \frac{\sum \lambda_i^2}{\sum \lambda_i^2 + \sum \delta_{error}^2}$$

Where  $\lambda_i$  is the component loading to the indicator to  $\text{var}(\varepsilon_i) = 1 - \lambda_i^2$ . If all indicators are standardized, then this measure is equal to the Average Communalities in blocks.

### **Composite Reliability**

Fornell and Larcker (1981) in Ghazali (2018) stated that this measurement can be used to assess the reliability of component scores from latent variables, and the results are more conservative compared to composite reliability. It is recommended that the AVE value should be greater than 0.50. The composite reliability of a block of indicators that measure a construct can be evaluated by two measures, namely the internal consistency developed by Wert et al. (1979) in Ghazali (2018) and Cronbach Alpha (Kelana, 2020). Using the output generated by the PLS, composite reliability can be calculated by the following formula:

$$\rho_c = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum \text{Var}(\varepsilon_i)}$$

Where  $\lambda_i$  is the component loading to the indicator and  $\text{var}(\varepsilon_i) = 1 - \lambda_i^2$ . Compared to Cronbach Alpha, this measure does not assume tau equivalence between measurements, as it assumes all indicators have the same weight. Therefore, Cronbach Alpha tends to provide a lower bound reliability estimate, while  $\rho_c$  (composite reliability) is a closer estimate assuming accurate parameter estimation.  $\rho_c$  as an internal measure of consistence can only be used for constructs with reflective indicators. A variable is considered to have good composite reliability if it has a Composite Reliability  $\geq 0.7$ , although this is not an absolute standard.

### **Inner Model**

Testing the inner model or structural model aims to evaluate the relationship between the structure, value significance, and R-square of the research model. The structural model was evaluated by paying attention to the R-square for the dependent construct, the Stone-Geisser Q-square test to see the relevance of the prediction, and the t-test and the significance of the structural path parameter coefficient.

### **R-Square**

In evaluating the model with PLS, the initial stage begins by examining the R-square for each dependent latent variable. Changes in the R-square value can be used to evaluate the extent to which a particular independent latent variable has a substantive effect on the

dependent latent variable. The magnitude of the influence can be measured using the formula for  $f^2$  as follows:

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

Where:  $R^2$  included and  $R^2$  excluded are the R-square values of the dependent latent variable when the predictor of the latent variable is used or excluded in the structural equation.

### **Q-Square (Predictive Relevance)**

In addition to considering the R-square value, the PLS model is also assessed by looking at the Q-Square predictive relevance for its construction. Q-Square predictive relevance measures how well the model can generate observation values and align with its parameter estimates. When the Q-Square predictive relevance value is greater than 0, it indicates that the model has good predictive relevance, while a value of less than 0 indicates that the model lacks predictive relevance. The formula for calculating Q-Square is:

$$Q^2 = 1 - (1 - R^2_1)(1 - R^2_2) \dots (1 - IDR^2)$$

Where:  $R^2_1$ ,  $R^2_2$ , ...,  $R^2_p$  is the R-square value of the endogenous variable in the model, which can be interpreted similarly to the total determination coefficient in the path analysis.

### **F-Square (Effect Size)**

In addition to evaluating R-Square, research was also conducted on the influence of endogenous variables on exogenous variables known through the f-Square effect size value. When f-Square values of 0.02, 0.15, and 0.35 are used in the test, this can be interpreted as an indication of whether the predictor of the latent variable has a low, moderate, or large influence on the structural level (Ghozali, 2015).

### **Hypothesis Testing**

A hypothesis is a provisional conjecture that requires proof or can be considered a preliminary proposition regarding the relationship between two or more variables. Before hypothesis testing is carried out, it is necessary to understand the Zero Hypothesis ( $H_0$ ) and the Alternative Hypothesis ( $H_a$ ).

The assessment of the acceptance or rejection of the hypothesis in this study is based on the evaluation of t-statistical and R-square values. The t-statistical value (t-count) is compared to the t-table value. The t-table value that has been determined in this study is 1.96 with a significance level of 0.05 (one-way). Then the value of this t-table is used as a reference to determine the acceptance or rejection of the hypothesis proposed.

In this study, the author proposes the following hypotheses:

H1: Dual role conflicts have an influence on employee performance.

H2: Dual role conflicts have an effect on work-life balance.

H3: Dual role conflict has an effect on work stress.

H4: Work-life balance has an influence on employee performance.

H5: Work stress has an influence on employee performance.

H6: Work-life balance mediates the relationship between dual role conflicts and employee performance.

H7: Work stress mediates the relationship between dual role conflicts and employee performance.

## **RESULT AND DISCUSSION**

### **Result**

## Outer Model

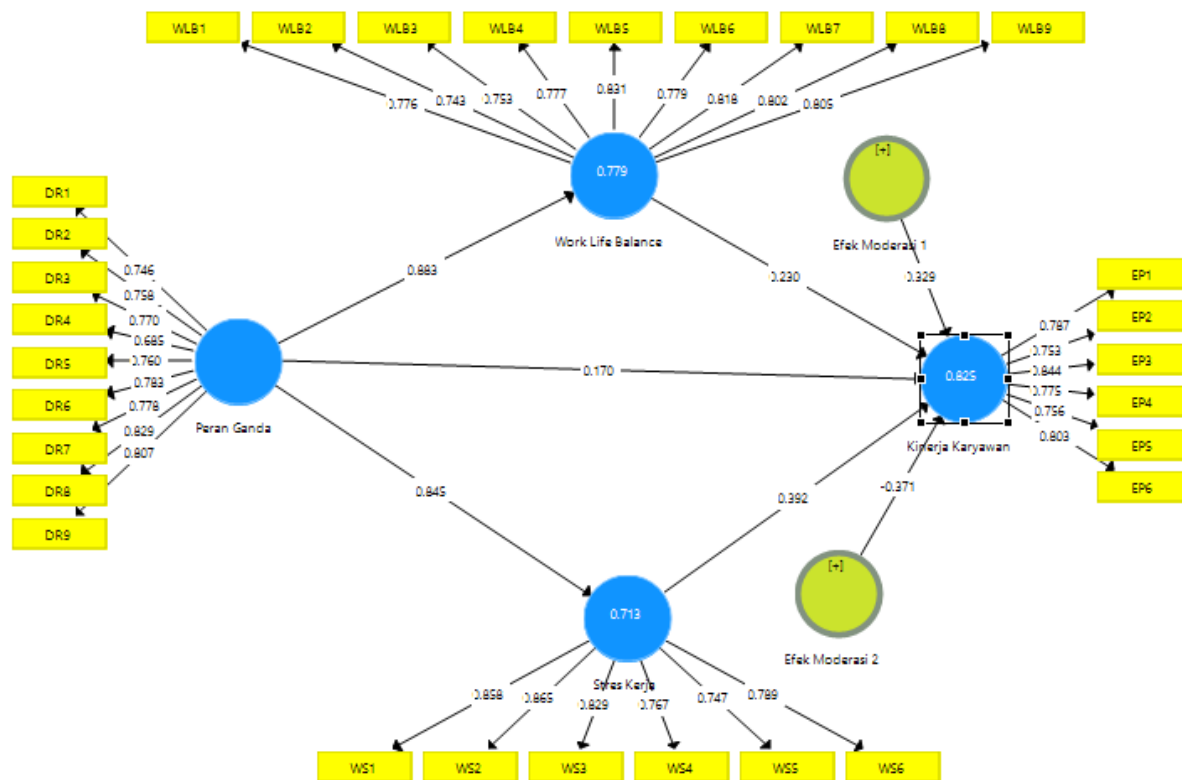


Figure 1. Outer Model Results

## Validity and Reliability Test Results

Table 1. Validity and Reliability Test Results

	Cronbach's Alpha	Composite Reliability	Average Extracted Variance (AVE)	Caption
Dual Conflict	0.913	0.929	0.592	Valid and Reliable
Dual Conflict > WLB	1.000	1.000	1.000	Valid and Reliable
Dual Conflict > Work Stress	1.000	1.000	1.000	Valid and Reliable
Employee Performance	0.877	0.907	0.619	Valid and Reliable
Work Life Balance	0.923	0.936	0.620	Valid and Reliable
Work Stress	0.894	0.920	0.657	Valid and Reliable

Based on the table above, it can be seen that the validity and reliability values obtained by each variable show a value of more than 0.5. This indicates that each item used is proven to be valid and consistent so that it can be used in research.

**R Square****Table 2. R Square Test Results**

	<b>R Square</b>	<b>Adjusted R Square</b>
Employee Performance	0.825	0.819
Work Stress	0.713	0.712
Work Life Balance	0.779	0.777

The table above shows that dual role conflicts can explain employee performance by as much as 81.9%. Meanwhile, work-life balance can be explained by 52% and work stress by 36.4%. While the rest can be explained by other factors outside this study.

**Q Square****Table 3. Q Square Test Results**

	SSO	SSE	Q <sup>2</sup> (=1- SSE/SSO)	Information
Dual Role > WLB > Performance	154.000	154.000		
Dual Role > Work Stress > Performance	154.000	154.000		
Employee Performance	924.000	473.522	0.488	Has Predictive Relevance Value
Dual Roles	1386.000	1386.000		Has Predictive Relevance Value
Work Stress	924.000	517.171	0.440	Has Predictive Relevance Value
Work Life Balance	1386.000	759.261	0.452	Has Predictive Relevance Value

The Q-square value serves as a metric to assess the predictive relevance of the structural model. A Q2 value greater than 0 indicates that the model has predictive relevance, while a Q2 value of less than 0 indicates the opposite. In the analysis, the Q2 value for performance was 0.2309, WLB was 0.452 and work stress was 0.440. These values greater than 0 indicate that the model shows good predictive relevance.

**F Square****Table 4. F Square Test Results**

	Dual Conflict	Dual Conflict > WLB	Dual Conflict > Work Stress	Employee Performance	Work Life Balance	Work Stress	Ket
Dual Conflict				0.029	3.522	2.489	Big
Dual Conflict > WLB				0.040			Keep
Dual Conflict > Work Stress				0.050			Keep
Employee Performance							
Work Life Balance				0.035			Keep
Work Stress				0.124			Keep

Based on the data above, it can be seen that the role of double conflict on the performance of the player has a size effect value of 0.029, which can be said to be moderate because the value is between  $0.02 < 0.15$ . Meanwhile, the dual role of WLB was 3,522 and work stress was 2,489. These values show that the size effect given can be said to be large because it is between  $0.15 < 0.35$ . In addition, the role of dual conflict moderated by WLB was 0.040 and the role of double conflict moderated by work stress was 0.050 and WLB was worth 0.035 and variable work stress was valued at 0.124. These values are in the range of the medium category.

### Hypothesis Testing

**Table 5. Hypothesis Test**

	Original Sample (O)	Average Sample (M)	Standard Deviation (STDEV)	T Statistics (  O/STDEV  )	P Values	Information
Dual Conflict -> Employee Performance	0.170	0.186	0.091	1.871	0.062	No significant effect
Dual Conflict -> Work Life Balance	0.883	0.877	0.049	18.116	0.000	Significant Influence
Dual Conflict -> Work Stress	0.845	0.834	0.069	12.176	0.000	Significant influence
Dual Conflict > WLB -> Employee Performance	0.329	0.307	0.179	1.841	0.066	No Mediation
Dual Conflict > Work Stress -> Employee Performance	-0.371	-0.355	0.193	1.924	0.055	No Mediation
Work Life Balance -> Employee Performance	0.230	0.195	0.177	1.302	0.194	No Influence Insignificant
Work Stress -> Employee Performance	0.392	0.388	0.138	2.832	0.005	Significant Influence

#### **Dual role conflicts have no effect on employee performance.**

Based on the test results, the statistical t value was smaller than the t table ( $1.871 < 1.96$ ) and the probability level was greater than the threshold value ( $0.062 > 0.05$ ). This indicates that dual role conflicts do not have a significant effect on employee performance.

#### **Dual role conflicts have an effect on work-life balance.**

Based on the test results, the statistical t value was greater than the t table ( $18.116 > 1.96$ ) and the probability level was smaller than the threshold value ( $0.0000 < 0.05$ ). This indicates that dual role conflict has a significant effect on work-life balance.



### **Dual Role Conflict Has An Effect On Work Stress**

Based on the test results, the statistical t value was greater than the t table ( $12,176 > 1.96$ ) and the probability level was smaller than the threshold value ( $0.0000 < 0.05$ ). This indicates that dual role conflict has a significant effect on work stress.

### **Work-Life Balance Has No Effect on Employee Performance**

Based on the test results, the statistical t-value was smaller than the t-table ( $1.302 < 1.96$ ) and the probability level was greater than the threshold value ( $0.194 > 0.05$ ). This indicates that work-life balance has no effect on employee performance.

### **Work Stress Has An Influence On Employee Performance**

Based on the test results, the statistical t value was greater than the t table ( $2.832 > 1.96$ ) and the probability level was smaller than the threshold value ( $0.005 < 0.05$ ). This indicates that work stress has a significant effect on employee performance

### **Work-Life Balance Does Not Mediate the Relationship Between Dual Role Conflict and Employee Performance**

Based on the test results, the statistical t value was smaller than the t table ( $1.841 < 1.96$ ) and the probability level was greater than the threshold value ( $0.066 > 0.05$ ). This indicates that WLB does not mediate dual role conflicts on employee performance.

### **Work Stress Does Not Mediate the Relationship Between Dual Role Conflict and Employee Performance**

Based on the test results, the statistical t value was smaller than the t table ( $1.924 < 1.96$ ) and the probability level was greater than the threshold value ( $0.055 > 0.05$ ). This indicates that work stress does not mediate dual role conflicts on employee performance

## **Discussion**

### **Dual role conflicts have no effect on employee performance.**

Based on the test results, it can be said that dual role conflicts do not have a significant effect on employee performance. These findings contradict the results of the study (Martha & Prahasta, 2023); (Supriyati & Al Qodri, 2022); (Susijawati, Maryam, & Sulistiowati, 2017). However, these results are in line with (Amruloh, 2021); (Ismiati, 2020).

Dual role conflict is a situation in which an employee faces conflicting demands from various roles performed and is often considered a factor that can affect employee performance. However, research shows that dual role conflicts do not always have a negative impact on performance. In some cases, employees can manage these conflicts well through effective time management skills and social support that allow them to stay productive and efficient at work.

In addition, employees who have high adaptability tend to be able to overcome the challenges posed by dual role conflicts. They can develop effective coping strategies, such as delegating tasks, prioritizing appropriately, and seeking support from colleagues or family. This ability to adapt and flexibility often helps employees to not only maintain performance, but also to continue to evolve despite being in a demanding dual role situation.

A supportive work environment and flexible company policies also play an important role in helping employees deal with dual role conflicts without affecting their performance. Companies that provide work-life balance programs such as flexible working hours or remote work allow employees to more easily manage their time and reduce stress related to dual role conflicts. With this support, employees can feel more valued and motivated which can have a positive impact on their performance.

### **Dual Role Conflict Has an Effect on Work-Life Balance**

Based on the test results, it can be stated that dual role conflicts have a significant effect on the work-life balance of Disnaker employees. This finding is in line with (Yusnita & Nurlinawaty, 2022). However, it is not in line with (Masita, Delyara, Fernando, Himmawan, & Claudianty, 2019).

Dual role conflict occurs when individuals have to meet the demands of different roles simultaneously significantly affecting the work-life balance. When employees try to balance the demands of work with family responsibilities or other social roles, they often face tremendous pressure. These conflicts can lead to feelings of overwhelm and exhaustion that can disrupt a healthy balance between professional and personal lives.

The impact of dual role conflict on work-life balance is also reflected in insufficient time for personal and family activities. Employees who constantly feel like they have to choose between work and personal life may experience a decline in the quality of personal relationships and less time to rest and relax. As a result, this can lead to chronic stress and negatively impact their mental and physical health affecting their ability to function effectively both at work and at home.

To address the negative impact of dual role conflicts on work-life balance, it is important for the Directorate and individuals to take proactive steps. Disnaker can offer work flexibility, such as the option of working from home or flexible working hours, as well as support programs such as counseling and time management training. Individuals also need to learn to manage time and set clear boundaries between work and personal life. With these strategies, employees can strike a better balance to improve their overall well-being and maintain productivity in the workplace.

### **Dual Role Conflict Has An Effect On Work Stress**

The test results indicate that dual role conflict has a significant effect on work stress. This finding is in line with (Yusnita & Nurlinawaty, 2022); (Tjokro, 2015); (Markuwati, Rahardjo, & Setyawati, 2015) which concludes that dual role conflict affects work stress significantly.

Dual role conflicts that occur when a person has to meet various demands of different roles simultaneously have a significant influence on work stress levels. Employees who are caught in this situation often feel pressured because they have to divide time and energy between job responsibilities and other roles outside of work. The inability to meet all these demands can lead to increased stress due to feelings of inadequacy and overwhelm.

Work stress caused by dual role conflicts can also worsen the mental and physical condition of employees. The constant pressure to balance different roles often results in emotional exhaustion, anxiety, and even depression. Physically, constant stress can lead to health problems such as sleep disturbances, headaches, and a decrease in the immune system. The accumulation of these effects is not only detrimental to the individual but can also decrease productivity and performance in the workplace.

To reduce the impact of work stress due to dual role conflicts, it is important for the Directorate to take steps that support employees. The provision of facilities such as psychological counseling, wellness programs, and work flexibility can greatly help employees in managing their stress. Additionally, time management training and relaxation techniques can help employees develop the skills necessary to cope with the demands of competing roles. By creating a caring and supportive work environment, Disnaker can help employees reduce stress and improve overall employee well-being.

### **Work-Life Balance Has No Effect on Employee Performance**

The test results indicate that work-life balance has no effect on employee performance. In line with (Saranga, 2022); (Kembuan, Koleangan, & Ogi, 2021); (Saifullah, 2020), but opposed by the test results (Lukmiati, 2020).

Although work-life balance is often considered an important factor in determining employee performance, some studies show that work-life balance does not always have a direct influence on performance. Some employees can maintain a high level of performance despite having a less than ideal work-life balance. This can happen due to a variety of reasons such as high intrinsic motivation, dedication to work or an individual's ability to manage stress effectively.

Other factors such as skills, experience and support from colleagues and management can also play a more significant role in determining employee performance. Highly skilled and experienced employees may be able to cope with high job demands without drastically affecting the employee's work-life balance. Additionally, a supportive and collaborative work environment can help employees maintain their productivity and performance, even if they face challenges in balancing their personal and professional lives.

However, it is important to note that while work-life balance may not always directly affect performance, this lack of balance can have a negative impact in the long run. Employees who constantly neglect personal needs for the sake of work are at risk of burnout, decreased job satisfaction, and mental and physical health issues. Therefore, while the impact on performance may not always be immediately apparent, maintaining a work-life balance is still important for the overall well-being and sustainability of employee productivity in the long term.

### **Work Stress Has An Influence On Employee Performance**

Based on the test results, it was found that work stress has a significant effect on employee performance. These findings contradict (Karomah, 2020); (Ahmad, Tewal, & Taroreh, 2019). However, supported by (Ekhsan & Septian, 2021); (Partika, 2020).

Work stress has a significant influence on employee performance because excessive pressure can hinder an individual's ability to focus and complete tasks effectively. When employees experience high levels of stress, they feel overwhelmed and unable to manage their time and priorities properly. This can result in decreased productivity, increased errors, and poor quality of work. Prolonged stress can also lead to mental and emotional exhaustion, which can reduce work effectiveness and efficiency.

Additionally, work stress can negatively impact employees' physical and mental health, affecting performance in the workplace. Chronic stress can lead to a variety of health problems, such as sleep disturbances, headaches, high blood pressure, and a decline in the immune system. Employees who are sick or feel unwell tend to be absent more often and have limitations in completing tasks properly. This condition not only harms itself, but also has an impact on the overall performance of the team and organization.

To reduce the negative impact of work stress on performance, it is important for the Directorate to provide adequate support and resources for employees. This can include wellness programs, psychological counseling, work time flexibility, and stress management training. By creating a supportive work environment and paying attention to employee well-being, Disnaker can help reduce stress levels and improve overall performance and productivity. This support is not only beneficial to the individual, but also to the long-term success of the organization.

### **The Role of Work-Life Balance in Mediating the Relationship Between Dual Role Conflicts and Employee Performance**

Based on the test results, it can be stated that WLB does not mediate dual role conflicts on employee performance. However, it is not in line with (Yusnita & Nurlinawaty, 2022) which states that WLB is able to mediate the role of dual conflicts with employee performance.

Although work-life balance (WLB) is often considered an important determinant in the relationship between dual role conflict and employee performance, there is a view that WLB does not always mediate the influence. Employees who face dual role conflicts may still have difficulties in performance despite having a good work-life balance. This can happen due to the complex nature of dual role conflicts and involving factors that cannot be fully overcome simply by maintaining WLB.

Dual role conflicts often involve conflicting demands from various roles performed by employees, such as high job responsibilities along with large family responsibilities. While an employee may have a good WLB setting, such as flexibility in working hours or family support, conflicts between these roles can still lead to stress and confusion that interferes with performance. These conflicts may require more specific interventions and targeted conflict management strategies rather than just balanced WLB settings.

Additionally, an individual's ability to cope with multiple role conflicts varies based on personal skills, level of social support, and characteristics of the job itself. For example, employees with good time management skills and strong support from their supervisor or co-workers may be able to overcome dual role conflicts more effectively than those who are less supported regardless of their WLB. Therefore while WLB is important, it is not always sufficient to mediate the impact of dual role conflicts on performance and more holistic interventions are needed to effectively address these issues.

### **The Role of Work Stress in Mediating the Relationship Between Dual Role Conflict and Employee Performance**

The test results indicate that work stress does not mediate dual role conflicts on employee performance. These findings contradict (Triatmanto & Wahyuni, 2023); (Yudhaningsih, 2021); (Zebedee, 2023). However, the results of the research (Yusnita & Nurlinawaty, 2022) in line with the findings of this study.

Research shows that work stress doesn't always serve as a clear mediator between dual role conflicts and employee performance. Although dual role conflicts can cause significant stress, not all individuals who experience these conflicts experience a decrease in performance that is directly attributable to their stress levels. In fact, there is great variation in how individuals respond to and manage dual role conflicts depending on various factors such as social support, time management skills, and coping strategies they have.

Dual role conflict is often a complex issue where employees must balance the various demands of their roles in the workplace and outside of work. Although these conflicts can increase a person's stress levels, their impact on performance cannot always be directly explained by those stress levels. Some employees may be able to overcome dual role conflicts with effective self-management strategies such as setting clear priorities, delegating tasks, or communicating well with colleagues and superiors.

Additionally, employee performance can be affected by other factors beyond work stress levels such as intrinsic motivation, competence, and job satisfaction. For example, employees who have a high level of motivation towards their work may remain productive despite facing significant dual role conflicts. Therefore, in understanding the relationship between dual role conflicts, work stress, and employee performance, it is important to consider the broader

factors that can influence how individuals respond to and deal with challenges in their workplace and personal lives.

## CONCLUSION

Based on the results of testing and discussion, It can be concluded that dual role conflicts do not have a significant impact on employee performance in the Directorate. This research reveals that the dual role conflict experienced by employees does not always affect employee performance. Although work-life balance (WLB) plays a role as a mediating variable, the impact of dual role conflict on employee performance remains significant.

The results show that a good WLB can help reduce work stress levels, but does not fully mediate the impact of dual role conflict on the performance of Disnaker employees. Employees who are able to achieve a balance between work and personal life may still face challenges in meeting the demands of diverse roles. The conflict between work responsibilities and personal life can still affect an employee's focus and productivity at work despite having a relatively good WLB.

This study emphasizes the importance of a more comprehensive approach in managing dual role conflicts in the Directorate. In addition to policies that support WLB, more specific interventions are needed to manage work stress and improve organizational support. Training programs in time and stress management skills and strong social support from colleagues and employers are essential to help employees manage their dual roles more effectively. Thus, these efforts will not only improve the welfare of employees but also the overall performance of the Directorate, which ultimately contributes to increasing the effectiveness and efficiency of the public services provided.

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