

## THE EFFECT OF ROLE CONFLICT, WORKLOAD AND WORK STRESS ON PERFORMANCE OF EMPLOYEE AGENCY AND HUMAN RESOURCES DEVELOPMENT IN KOTA PARIAMAN

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### ABSTRACT

This study aims to (1) Knowing the effect of role conflict on the performance of BKPSDM employees in Pariaman City. (2) Knowing the effect of workload on the performance of BKPSDM employees in Pariaman City. (3) Knowing the effect of work stress on the performance of BKPSDM employees in Pariaman City. (4) Knowing the effect of role conflict, workload and work stress together on the performance of Pariaman City BKPSDM employees. The population and sample in this study were all BKPSDM employees of Pariaman City as many as 32 people. The technique of determining the number of samples using total sampling. The data analysis technique used multiple regression by fulfilling the requirements of the classical assumption test of normality, and multicollinearity, heteroscedasticity. Results This study shows that (1) Role conflict has a significant negative effect on the performance of BKPSDM employees in Pariaman City. (2) Workload has a significant negative effect on the performance of BKPSDM employees in Pariaman City. (3) Job stress has a significant negative effect on the performance of BKPSDM employees in Pariaman City. (4) Role conflict, workload and work stress together have a significant negative effect on the performance of Pariaman City BKPSDM employees.

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### 1. INTRODUCTION

Government agency is an organization that is unique in terms of Human Resources, Facilities and Infrastructure. A good institution is an organization that is capital-intensive, HR-intensive, technology and science-intensive, and regulation-intensive. Capital intensive because agencies require high investment to meet existing requirements. Intensive human resources because in the agency there must be various professions and a large number of employees. Intensive technology and science because in the agency there are sophisticated and expensive equipment and the needs of various disciplines that develop rapidly. Dense regulations because there are many regulations or regulations that are binding on the requirements for operational implementation within the agency.

The word performance or achievement comes from the word "Performance" which means: achievement, performance, task execution. Moekijat (2016) defines performance as the work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities, in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. This means that performance or achievement is a record of the results obtained from certain job functions or

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certain activities during a certain period of time. It is clear that performance is a measure of the results of a work unit activity in a certain period in order to assess its ability, in this case more towards work.

The Personnel and Human Resources Development Agency (BKPSDM) of Pariaman City is located as a body which is a supporting element of local government led by a Head of Agency and is under and responsible to the Regional Head (Regent) through the Regional Secretary, has a role according to the characteristics, namely more to administrative in nature in the formulation of policy formulations, guidance/guidance for the coordination of personnel affairs and development of human resources for the apparatus. The performance of BKPSDM is evaluated by the Regent at the end of each year.

However, in recent years the achievement of the targets of several performance indicators of this agency has not been as expected. Based on the data in Table 1, it can be seen that there has been a decrease in the achievement of institutional performance from 2021. The decline in the performance of the Pariaman City BKPSDM employees indicates a problem with the Pariaman City BKPSDM employee performance.

Table 1 Pariaman City BKPSDM Performance Report

No	Indicator	Target (%)	Realization (%)
1	Percentage of employee placement according to competence	85	70
2	Employees who get a qualification upgrade	7	5.14
3	Percentage of decrease in employee discipline violations	99	51
4	Percentage of valuable employee's work performance at least "good"	85	82
5	Administration Service Satisfaction Index Staffing	85	80

Source: Pariaman City BKPSDM Performance

Based on table 1.1 above, it can be seen in the performance report at the Pariaman City BKPSDM from 2021 it can be seen that the target was not achieved. This can be seen from the 5 indicators of the program of activities where the target is above the realization of all. Preferably the realization above the target. For example, indicator 1 "Percentage of employee placement according to competence" which was targeted at 85 % but was only realized as much as 70 %. Likewise with the last indicator "Satisfaction Index of Personnel Administration Services" target of 85 % but only realized by 80 %. This shows that there is a problem with the performance of employees at the BKPSDM Pariaman City.

There are several factors that are thought to affect the decline in the achievement of the targets of the Pariaman City BKPSDM Agency. These factors include role conflict, workload and work stress. Role conflict is when people have conflicting or inconsistent expectations. A person will experience role conflict if he has two or more roles that must be carried out at the same time. Role conflict arises when employees find it difficult to adjust the two roles, namely their role as members of the organization who must be responsible for the organizational bureaucracy and their role as head/housewife who must be responsible for their families. Based on the description of the background above, the researchers are interested in conducting research with the title "The Influence of Role Conflict, Workload and Work Stress on the Performance of the Personnel Agency and Human Resources Development of Pariaman City".

## 2. METHODS

The population in this study is allPariaman City BKPSDM employees totaling 32 people. The research sample is a limited number and part of the selected and representative population of the

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population (A. Muri, 2015). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusions will be valid. Not for the population. However, because the sample used is the entire population, the sample in this study is the same as the population, namely the entire population. The staffing members of the Mentawai Islands Regency DPMPSTP are 46 people.

The technique in taking this sample uses a total sampling technique (whole sample), *total sampling* is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100, the entire population is used as a research sample. Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

**Where:**

- Y = Performance
- a = Intercept Constant
- X1 = Role Conflict
- X2 = workload
- X3 = Work Stress
- b1, b2, .... = Regression Coefficient
- e = Error Term

### 3. RESULT AND DISCUSSION

#### Classic assumption test

##### Normality test

This normality is used by the author to test the normality of the regression model. The test was carried out using the kolmogorov-smirnov test method on each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than = 0.05. The results of the normality test can be seen in table 2.

Table 2. Normality Test Results  
**One-Sample Kolmogorov-Smirnov Test**

	Y	X1	X2	X3	
N	32	32	32	32	
Normal Parameters, b	mean	42.8545	33.3291	24.0545	63.9091
	Std. Deviation	3.54557	3.38664	4.26188	3.92651
Most Extreme Differences	Absolute	.119	.152	.097	.139
	Positive	.101	.104	.082	.097
	negative	-.119	-.152	-.097	-.139
Test Statistics	.880	1.130	.718	1.032	
asympt. Sig. (2-tailed)	.421	.155	.680	.237	

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.

**Source:**SPSS output results, 2022.

From Table 2 which is the normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is 0.421 > 0.05 The role conflict variable (X1) is 0.132 > 0.05; workload variable (X2) is 0.680 > 0.05; work stress variable (X3) is 0.237 > 0.05. So

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it can be concluded that the variables of performance, role conflict, workload, and work stress of BKPSDM employees in Pariaman City are normally distributed.

**Multicollinearity Test**

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value is > 0.10 and the VIF value is < 10, the data free from multicollinearity symptoms can be seen in Table 3.

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables. So this research model is free from multicollinearity problems.

Table 3. Multicollinearity Test Results  
**Coefficientsa**

Model		Collinearity Statistics	
		Tolerance	VIF
1	X1	.882	1.134
	X2	.942	1.062
	X3	.849	1.178

a. Dependent Variable: Y

Source:SPSS output results, 2022

**Heteroscedasticity Test**

Test Heteroscedasticity aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting the presence of heteroscedasticity in this study used the Plott Graph (Scatter Plot) test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.

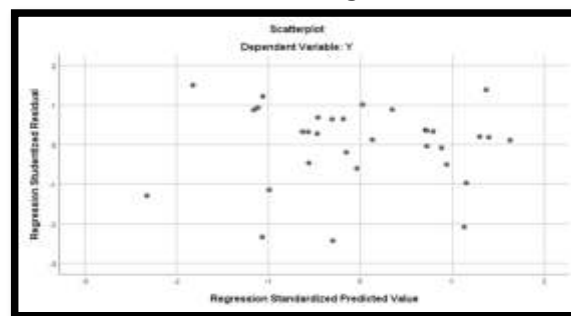


Figure 1: Heteroscedasticity Test Results

In Figure 4.1 above, it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. This shows that the data in this study does not have heteroscedasticity problems.

### Multiple Linear Regression Analysis

This analysis is used to determine the magnitude of the effect of the independent variables on the dependent variable. The magnitude of the influence of independent variables with the dependent variable can be calculated through a multiple regression equation. Based on calculations via a computer using the IBM SPSS for Windows Version 26.0 program. The following is a recap table for the results of the regression coefficient value, tcount, significance value, Fcount value, and R Square (R<sup>2</sup>) value. The results can be seen in the following table:

Table 4. Recap of Multiple Linear Regression Analysis Test Results

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	26,982	8,240		3.274	.002
	X1	-. 509	. 089	-. 617	-5.321	.000
	X2	-. 344	. 095	-. 445	-3.614	.001
	X3	-. 236	.089	-. 273	-2,665	.009

a. Dependent Variable: Y

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

From table 4 above, the form of the regression equation model for the effect of dual role conflict, job stressors and work environment on employee performance at DPMP TSP Mentawai Islands Regency is as follows:

$$Y = 26,982 + (-0.509)(X1) + (-0.344)(X2) + (-0.236)(X3)$$

Explanation of the above equation:

$\alpha = 26,982$ ; From the above equation it can be seen that there is a constant value of 26,982 which means that if the role conflict, workload and work stress are zero, then the value of the performance variable is at 26,982. This means that the variables of role conflict, workload and work stress play a role in increasing the performance of BKPSDM employees in Pariaman City.

$b_1 = -0.509$ ; it means role conflict regression coefficient value is negative -0.509. This means that if the role conflict increases by one unit, it will result in a decrease in performance of 0.509 unit.

$b_2 = -0.344$ ; it means that the value of the workload regression coefficient is negative, namely -0.344. This means that if the workload increases by one unit, it will result in a decrease in employee performance by 0.344 unit.

$b_3 = -0.236$ ; it means The value of the work stress regression coefficient is negative, namely 0.236. This means that if work stress increases by one unit, it will result in a decrease in employee performance by 0.236 unit.

### Statistic test

#### Hypothesis Testing 1

The first hypothesis proposed is that role conflict partially has a negative effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the role conflict variable is  $0,000 <$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between role conflict on the performance of BKPSDM employees in Pariaman City.

### Hypothesis Testing 2

The second hypothesis proposed is that the workload partially has a positive effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the workload variable is  $0,001 < \alpha$  of the significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. With the meaning of the word, there is a significant influence between workload on the performance of BKPSDM employees in Pariaman City.

### Hypothesis Testing 3

The third hypothesis proposed is that job stress partially has a positive effect on performance. Based on the results of the analysis of the t test, it is known that the significance level of the work stress variable is  $0,009 < \alpha$  dai significance value (0.05). Thus  $H_0$  is rejected and  $H_a$  is accepted so that the alternative hypothesis proposed in this study is accepted. In other words, there is a significant influence between work stress on the performance of BKPSDM employees in Pariaman City.

### F test (simultaneous)

#### Hypothesis Testing 4

The fourth hypothesis proposed is that role conflict, workload, and work stress together have a positive effect on employee performance. Based on the results of the analysis of the F test, it is known that the significance level of the variables of role conflict, workload, and work stress is  $0.000 < 0.05$ . Thus  $H_0$  is rejected and  $H_a$  is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between role conflict, workload, and work stress on the performance of BKPSDM employees in Pariaman City.. As can be seen in table 5 below:

Table 5. F . Test Results  
ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813,367	3	406,684	883,625	.000a
	Residual	15,188	29	.460		
	Total	828,556	31			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X1, X2

Source: SPSS Output Results (year 2022)

### Coefficient of Determination Testing ( $R^2$ )

Analysis of the coefficient of determination for hard skills, soft skills and motivation on employee performance is carried out using the IBM SPSS for Windows Version 26.0 program with the SPSS output form as stated below:

Table 6 R Square Result  
Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.981	.67841

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: Primary Data, Processed with IBM SPSS 26.0 2022.

Based on the analysis results Adjusted R square is 0,981 This means that 98.1% of employee performance is influenced by the independent variables of role conflict, workload and work stress. While the remaining 1.9% is influenced by other variables outside the model. Due to the value of R2 away from 0 (zero), then the contribution (influence) of the independent variable (role conflict, workload and work stress) simultaneously on the dependent (performance) is large (strong).

## Discussion

### **Influence Role Conflict on the Performance of BKPSDM Employees in Pariaman City**

The results of this study indicate that role conflict has a significant effect on the performance of BKPSDM employees in Pariaman City. This indicates that the role conflict determines the performance of the Pariaman City BKPSDM employees. This means that the higher the role conflict, the lower the employee's performance. From the results of this study, it appears that the role conflict variable has a coefficient of -0.509 which means that role conflict has a greater influence than the other variables. This indicates that role conflict can play a role in reducing employee performance. If the Pariaman City BKPSDM wants to improve employee performance, it must avoid employee role conflicts.

This is in line with the opinion of Ram (2011) which states that role conflict is a conflict that occurs because someone carries out more than one conflicting role so that it can have an impact on decreasing employee performance. The results of this study are in line with research Safaria (2011) which shows that role conflict has a negative and significant effect on employee performance. Mohammad, Catharina (2001), Usman (2011), Indriyani (2009) the results of their research also show that role conflict has a significant effect on employee performance.

### **Influence Workload on Pariaman City BKPSDM Employee Performance**

The results of this study indicate that workload has a significant influence on the performance of BKPSDM employees in Pariaman City. This indicates that the workload of employees determines the performance of BKPSDM employees in Pariaman City. This means that the higher the workload of employees, it will have an impact on decreasing employee performance. From the results of this study, it appears that the workload variable has a coefficient of -0.344 which means the workload has a big influence. This indicates that the workload can play a role in reducing employee performance. If BKPSDM Kota Pariaman wants to improve employee performance, then reduce the workload of employees.

This is in line with the opinion of Ram (2011) which states that workload is the amount of work that must be carried out by a position or organizational unit and is the product of work volume and time norms so that it can have an impact on decreasing employee performance. The results of this study are in line with research Safaria (2011) which shows that workload has a negative and significant effect on employee performance. Mohammad, Catharina (2001) research results also show that workload has a significant effect on employee performance.

### **Influence Influence Work Stress on the Performance of BKPSDM Employees in Pariaman City**

The results of this study indicate that work stress has a significant effect on the performance of BKPSDM employees in Pariaman City. This indicates that work stress determines the performance of BKPSDM employees in Pariaman City. This means that the higher the work stress of an agency, the lower the employee's performance.

From the results of this study, it can be seen that the work stress variable has a coefficient of 0.236 which means that work stress has a big influence. This indicates that work stress can play a role in reducing employee performance. If BKPSDM Kota Pariaman wants to improve employee performance, it must be able to create a work atmosphere that does not cause stress. The results

of this study are in line with research by Habibullah (2009) which shows that there is a significant negative effect between work stress on employee performance.

#### **Effect of Role Conflict, Role Conflict, Workload and Work Stress on the Performance of BKPSDM Employees in Pariaman City**

The results of this study indicate that role conflict, workload and work stress together have a significant influence on the performance of BKPSDM employees in Pariaman City. This indicates that role conflict, workload and work stress determine the performance of Pariaman City BKPSDM employees. This means that role conflict, workload and work stress have an impact on decreasing employee performance. This is in line with research by Ram (2011), Safaria (2011), Catharina (2011), Habibullah (2009) and Rozikin (2006) which show that there is a negative and significant influence between role conflict, workload, and work stress on employee performance.

#### **4. CONCLUSIONS**

Role conflict has a negative influence on the performance of BKPSDM employees in Pariaman City. This means that employee performance will increase if the role conflict in the agency is reduced. The workload has a significant negative effect on the performance of the Pariaman City BKPSDM employees. This means that employee performance will increase if the existing workload can be adjusted to the employee's situation. Job stress has a significant negative effect on the performance of BKPSDM employees in Pariaman City. This means that employee performance will increase if employees can reduce their stress on the existing work.

Role conflict, workload and work stress together have a positive effect on the performance of Pariaman City BKPSDM employees. With an  $R^2$  number of 0.981 or 98.1%, employee performance is influenced by the independent variables of role conflict, workload and work stress.

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