



THE INFLUENCE OF WORKLOAD, DUAL ROLE CONFLICT, AND STRESS ON JOB SATISFACTION AND ITS IMPACT ON THE PERFORMANCE OF FEMALE EMPLOYEES (NURSES) AT PERMATA PAMULANG HOSPITAL

PENGARUH BEBAN KERJA, KONFLIK PERAN GANDA, DAN STRES TERHADAP KEPUASAN KERJA DAN DAMPAKNYA TERHADAP KINERJA KARYAWAN PEREMPUAN (PERAWAT) DI RUMAH SAKIT PERMATA PAMULANG

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Abstract

This study aims to analyze the effect of workload, multiple role conflict, and work stress on job satisfaction and their impact on the performance of female employees (nurses) at Permata Pamulang Hospital. The background of this research is based on the hospital's unmet performance targets, high nursing workloads, the dominance of female employees, and the emergence of conflicts between work demands and family responsibilities that potentially increase stress and reduce job satisfaction. This research adopts a quantitative approach using a survey method. The population consists of all female employees (nurses) at Permata Pamulang Hospital, with a saturated sampling technique. Data were collected through questionnaires using a Likert scale and analyzed using path analysis to examine both direct and indirect relationships among variables. The results indicate that workload, multiple role conflict, and work stress have a significant effect on job satisfaction. Furthermore, job satisfaction has a significant effect on employee performance and acts as an intervening variable in the relationship between workload, multiple role conflict, and work stress on performance. These findings suggest that improving nurses' performance can be achieved through proportional workload management, reducing multiple role conflicts, and controlling work stress to enhance job satisfaction. This study is expected to provide managerial insights for hospital management in formulating human resource policies that emphasize work-life balance and employee well-being.

Keywords : Workload, Multiple Role Conflict, Work Stress, Job Satisfaction, Employee Performance.

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh beban kerja, konflik peran ganda, dan stres kerja terhadap kepuasan kerja dan dampaknya terhadap kinerja karyawan perempuan (perawat) di Rumah Sakit Permata Pamulang. Latar belakang penelitian ini didasarkan pada target kinerja rumah sakit yang tidak terpenuhi, beban kerja perawat yang tinggi, dominasi karyawan perempuan, dan munculnya konflik antara tuntutan kerja dan tanggung jawab keluarga yang berpotensi meningkatkan stres dan



mengurangi kepuasan kerja. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi terdiri dari seluruh karyawan perempuan (perawat) di Rumah Sakit Permata Pamulang, dengan teknik pengambilan sampel jenuh. Data dikumpulkan melalui kuesioner menggunakan skala Likert dan dianalisis menggunakan analisis jalur untuk menguji hubungan langsung dan tidak langsung antar variabel. Hasil penelitian menunjukkan bahwa beban kerja, konflik peran ganda, dan stres kerja memiliki pengaruh signifikan terhadap kepuasan kerja. Lebih lanjut, kepuasan kerja memiliki pengaruh signifikan terhadap kinerja karyawan dan bertindak sebagai variabel intervening dalam hubungan antara beban kerja, konflik peran ganda, dan stres kerja terhadap kinerja. Temuan ini menunjukkan bahwa peningkatan kinerja perawat dapat dicapai melalui manajemen beban kerja yang proporsional, pengurangan konflik peran ganda, dan pengendalian stres kerja untuk meningkatkan kepuasan kerja. Studi ini diharapkan dapat memberikan wawasan manajerial bagi manajemen rumah sakit dalam merumuskan kebijakan sumber daya manusia yang menekankan keseimbangan antara kehidupan kerja dan kesejahteraan karyawan.

Kata Kunci : Beban Kerja, Konflik Peran Ganda, Stres Kerja, Kepuasan Kerja, Kinerja Karyawan.

1. INTRODUCTION

Human resources are the most valuable asset in an organization, especially in the healthcare sector where service quality highly depends on employee performance. Hospitals play a strategic role in delivering optimal healthcare services, and nurses are among the most crucial medical personnel in ensuring service quality. In Indonesia, nursing staff represent the largest proportion of healthcare workers, with the majority being women. As professionals, nurses are responsible for providing comprehensive patient care. Rumah Sakit Permata Pamulang is a private hospital committed to service quality and patient safety, continuously improving its facilities, human resources, and service systems to meet increasing healthcare demands.

Employee performance reflects the achievement of work results based on assigned duties and responsibilities. Pre-survey findings involving 30 nurses indicated that their performance has not been optimal. Problems were identified in work quality, quantity, timeliness, effectiveness, and independence. Many nurses reported being unable to provide maximum attention to patients, experiencing delays in administrative tasks, and facing difficulties in time management due to overlapping responsibilities. These issues suggest that high workload and insufficient staffing significantly affect performance outcomes.

Workload analysis using the Gillies formula from 2022 to 2024 revealed a consistent gap between the required and available number of nurses in both inpatient and outpatient units. Although the number of nurses has increased annually, it has not met the growing demand. Pre-survey results showed that most nurses experience excessive workload, inadequate rest due to shift schedules, and targets that do not match field conditions. This imbalance contributes to physical fatigue, decreased effectiveness, and potential declines in service quality and patient satisfaction.

The increasing participation of women in the formal workforce has also led to greater challenges, particularly in balancing professional and domestic responsibilities. Since the majority of employees at Rumah Sakit Permata Pamulang are women, dual role conflict (work-family conflict) becomes a relevant issue. Nurses not only face demanding professional responsibilities but also carry domestic roles as wives and mothers, which may create role conflicts when these responsibilities overlap.

Pre-survey findings on dual role conflict revealed that time-based conflict is the most dominant issue, with most nurses reporting limited time for family due to tight work schedules. Strain-based conflict was also evident, as work pressure affected emotions at home and family problems influenced workplace focus. Behavior-based conflict appeared when professional attitudes were carried into the home environment. Overall, work demands were identified as the primary source of role conflict, potentially leading to stress and emotional exhaustion.

Regarding work stress, the majority of nurses reported high levels of time pressure and anxiety.



Many felt rushed in completing tasks, worried about unfinished work, and continued thinking about job responsibilities even at home. Emotional stress was intensified by interactions with patients and doctors, as well as high professional expectations. If unmanaged, this stress may reduce concentration, motivation, and performance, and may eventually lead to burnout.

Finally, pre-survey results on job satisfaction indicated relatively low satisfaction levels, particularly in compensation, workload distribution, career promotion, and workplace relationships. Most nurses felt that their salaries and overtime incentives were not proportional to their workload. Additionally, communication among colleagues and supervisors still requires improvement, and opportunities for promotion based on performance are perceived as limited. Overall, heavy workload, dual role conflict, and high stress levels contribute to low job satisfaction, which ultimately affects the performance of female nurses at the hospital.

2. RESEARCH METHOD

Research is a scientific process of investigation through the collection, processing, analysis, and conclusion of data based on specific approaches, methods, and techniques to answer a problem. In other words, a research method is essentially a scientific way to obtain data for a specific purpose and purpose. In this study, the researcher used a quantitative approach. According to Sugiyono (2020), a quantitative research method is a research method based on the philosophy of positivism, used to examine a specific population or sample and collect data using research tools, analyzing quantitative or statistical data with the aim of testing a predetermined hypothesis.

3. RESULT AND DISCUSSION

Realibilitas

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Workload	0.966	0.968	0.970
Multiple role conflict	0.970	0.975	0.974
Work stress	0.978	0.985	0.980
Job satisfaction	0.973	0.974	0.976
Employee Performance	0.967	0.969	0.971

Source: Data processed with SmartPLS 4.0

Reliability test results indicate that all constructs in this study have excellent internal consistency. This is demonstrated by the Cronbach's Alpha, Composite Reliability (rho_a), and Composite Reliability (rho_c) values for all variables, each of which are above the recommended minimum limit of 0.70. Specifically, the variables Workload, Dual Role Conflict, Job Stress, Job Satisfaction, and Employee Performance all have Cronbach's Alpha values above 0.90, indicating that the indicators for each construct are able to consistently measure the variables. Furthermore, the Composite Reliability (rho_a and rho_c) values for all constructs are also very high, strengthening the evidence that the measurement model has very strong reliability.

1) R2 value of the model

	R-square	R-square adjusted
Job satisfaction	0.389	0.371
Employee Performance	0.509	0.489

Source: Data processed with SmartPLS 4.0

Based on the analysis results, the R-square value for the Job Satisfaction variable was 0.389, with an adjusted R-square value of 0.371. These results indicate that 38.9% of the variation in Job Satisfaction can be explained by the variables Workload, Dual Role Conflict, and Job Stress, while the remaining 61.1% is explained by other factors outside the research model. This R-square value is in the moderate category, indicating that the model has fairly good explanatory power for Job Satisfaction.



Furthermore, the R-square value for the Employee Performance variable was 0.509, with an adjusted R-square value of 0.489. This indicates that the variables Workload, Dual Role Conflict, Job Stress, and Job Satisfaction can explain 50.9% of the variation in Employee Performance, while the remaining 49.1% is influenced by other variables not included in the model. This R-square value is included in the moderate to strong category, which indicates that the structural model has quite high explanatory power in explaining employee performance.

2) F2 value of the model

	f-square
Workload -> Job Satisfaction	0.240
Workload -> Employee Performance	0.161
Job Satisfaction -> Employee Performance	0.132
Dual role conflict -> Job satisfaction	0.253
Dual role conflict -> Employee Performance	0.163
Job stress -> Job satisfaction	0.254
Work stress -> Employee Performance	0.083

Source: Data processed using SmartPLS 4.0

Based on the analysis results, the effect size (f^2) of Workload on Job Satisfaction is 0.240, indicating a moderate to nearly large effect. This suggests that variations in employees' job satisfaction are considerably influenced by the workload they experience. Meanwhile, the effect of Workload on Employee Performance shows an f^2 value of 0.161, which falls into the moderate category. This finding indicates that workload plays a fairly important role in explaining variations in employee performance, although it is not the dominant factor in the model.

The effect of Job Satisfaction on Employee Performance has an f^2 value of 0.132, categorized as small to moderate. This result shows that job satisfaction contributes to employee performance, although its influence is not as strong as some other variables in the model. For the effect of Multiple Role Conflict on Job Satisfaction, the f^2 value is 0.253, which is considered moderate. This indicates that multiple role conflict is a relatively strong factor influencing employees' job satisfaction, particularly in situations involving conflicting role demands.

Furthermore, the effect of Multiple Role Conflict on Employee Performance has an f^2 value of 0.163, also classified as moderate. This suggests that multiple role conflict affects not only employees' psychological conditions but also directly impacts their work performance. In addition, Job Stress on Job Satisfaction shows an f^2 value of 0.254, which falls into the moderate and relatively strong category. This confirms that job stress is an important factor contributing to employees' level of job satisfaction.

Finally, the effect of Job Stress on Employee Performance has an f^2 value of 0.083, categorized as small. This finding indicates that although job stress influences employee performance, its contribution is relatively lower compared to its effect on job satisfaction and other exogenous variables in the model. Overall, the f^2 test results demonstrate that Workload, Multiple Role Conflict, and Job Stress make meaningful contributions to Job Satisfaction and Employee Performance, with effect sizes ranging from small to moderate. These findings emphasize that these three variables are important factors to consider in efforts to sustainably improve job satisfaction and employee performance.

a. Nilai *Variance Inflation Factor* (VIF)

	VIF
Workload -> Job Satisfaction	1.010
Workload -> Employee Performance	1.253
Job Satisfaction -> Employee Performance	1.638
Dual role conflict -> Job satisfaction	1.015
Dual role conflict -> Employee Performance	1.272
Job stress -> Job satisfaction	1.023
Work stress -> Employee Performance	1.282



Source: Data processed with SmartPLS 4.0

Based on the test results, all relationships between constructs in the model showed relatively low VIF values. The relationship between Workload and Job Satisfaction had a VIF of 1.010, while the relationship between Workload and Employee Performance showed a VIF of 1.253. Furthermore, the relationship between Job Satisfaction and Employee Performance had a VIF of 1.638.

b. Predictive Relevance (Q²)

Tabel 4.23 Predictive Relevance (Q²)

	SSO	SSE	Q ² (=1-SSE/SSO)
Job satisfaction	1020.000	712.257	0.302
Employee Performance	1020.000	634.855	0.378

Source: Data processed with SmartPLS 4.0

Based on the results of the blindfolding analysis, the Q-square value for the Job Satisfaction variable was 0.302. This value indicates that the model has quite strong predictive ability in explaining and predicting Job Satisfaction, as the Q² value is well above the required minimum limit. Furthermore, the Q-square value for the Employee Performance variable was 0.378. These results indicate that the structural model has strong predictive relevance in predicting Employee Performance. A higher Q² value for this variable indicates that the exogenous constructs in the model can make a significant predictive contribution to employee performance.

c. Goodness of Fit (GoF)

	Average variance extracted (AVE)	R-square
Workload	0,785	
Multiple role conflict	0,804	
Work stress	0,833	
Job satisfaction	0,806	0,389
Employee performance	0,772	0,509
Average	0,800	0,449

Source: Data processed with SmartPLS 4.0

Based on the R² and Q² tests above, the model in this study has a GoF > 0.36, thus the model is considered robust. This means the model has strong predictive ability and is able to explain the relationships between variables with a good level of accuracy. A high R² value indicates that the independent variables in the model are able to significantly explain the dependent variable, while a positive Q² value confirms that the model has adequate predictive relevance in describing the phenomenon under study. By meeting these criteria, it can be concluded that the model structure is stable and suitable for use as a basis for further analysis.

Discussion

This study found that workload, multiple role conflict, and job stress significantly influence job satisfaction and employee performance among nurses. Workload has a positive and significant effect on job satisfaction and performance. However, conceptually, excessive workload tends to reduce satisfaction and performance due to physical and psychological pressure. When workload is manageable and proportional to nurses' capacities, it increases motivation, comfort, and productivity. These findings support Robbins' theory, which emphasizes that job satisfaction results from employees' evaluation of their working conditions, including job demands.

Job satisfaction was also proven to have a positive and significant effect on employee performance. Nurses who experience higher levels of job satisfaction tend to demonstrate stronger commitment, higher motivation, and better service quality. This finding aligns with Robbins' view that job satisfaction is a key psychological factor driving performance. When nurses feel valued, supported, and comfortable in their work environment, they are more likely to perform effectively and maintain high standards of healthcare service.



Multiple role conflict significantly affects both job satisfaction and performance. Although statistically positive, theoretically higher work–family conflict tends to reduce job satisfaction and performance due to emotional strain and psychological imbalance. This finding is consistent with Greenhaus and Beutell’s theory, which explains that conflicts between work and family roles can create stress, fatigue, and decreased focus, ultimately lowering employee effectiveness. Proper role balance and organizational support are therefore essential in maintaining nurses’ stability and productivity.

Job stress was also found to significantly influence job satisfaction and performance. High levels of stress, resulting from heavy responsibilities, time pressure, and emotional demands in healthcare settings, can reduce concentration, motivation, and overall work quality. This supports DeCotiis’ theory, which states that stress arises when job demands exceed an individual’s capacity, negatively affecting psychological well-being before influencing behavioral outcomes such as performance. Effective stress management is therefore critical in preserving nurses’ emotional stability and service quality.

Furthermore, the study confirmed that job satisfaction acts as a mediating variable. Workload, multiple role conflict, and job stress indirectly affect performance through job satisfaction. This finding is consistent with the Job Demands–Resources (JD-R) Model and Herzberg’s Two-Factor Theory, which explain that job demands can either motivate or strain employees depending on available resources. When demands are balanced with adequate support, they can enhance satisfaction and performance. Therefore, hospital management must ensure proportional workload distribution, support work–life balance, and implement stress management strategies to maintain optimal nurse performance and healthcare service quality.

4. CONCLUSION

Based on the results of the analysis on the influence of workload, multiple role conflict, and job stress on job satisfaction and their impact on the performance of female employees (nurses) at Permata Pamulang Hospital, all proposed hypotheses in this study were proven and accepted. The PLS-SEM analysis showed that all structural paths had positive coefficients and statistically significant t-values at the 95% confidence level. These findings indicate that workload, multiple role conflict, and job stress significantly influence job satisfaction and employee performance.

Workload was found to have a positive and significant effect on job satisfaction (path coefficient = 0.385; t-statistic = 5.131; p-value = 0.000). This suggests that when workload is managed properly and proportionally, it can increase job satisfaction, as employees perceive their job demands to be aligned with their abilities and responsibilities. Workload also had a positive and significant effect on nurses’ performance (path coefficient = 0.314; t-statistic = 5.131; p-value = 0.000), indicating that appropriate workload distribution can enhance work effectiveness, productivity, and service quality.

Job satisfaction was proven to have a positive and significant effect on employee performance (path coefficient = 0.325; t-statistic = 3.793; p-value = 0.000). This finding shows that higher levels of job satisfaction lead to improved nurse performance. Satisfied nurses tend to work more optimally, demonstrate higher motivation, and provide better-quality nursing services.

Multiple role conflict was also found to have a positive and significant effect on both job satisfaction (path coefficient = 0.396; t-statistic = 3.894; p-value = 0.040) and employee performance (path coefficient = 0.319; t-statistic = 3.894; p-value = 0.040). These results indicate that when effectively managed, multiple role conflict does not necessarily produce negative outcomes. Instead, it may enhance adaptability, responsibility, and time management skills, which contribute positively to satisfaction and performance.

Finally, job stress was shown to have a positive and significant effect on job satisfaction (path coefficient = 0.398; t-statistic = 5.445; p-value = 0.000) and employee performance (path coefficient = 0.229; t-statistic = 2.970; p-value = 0.003). This suggests that stress at a manageable level (eustress) can serve as a motivating factor, increasing focus, motivation, and responsiveness to job demands, ultimately improving both satisfaction and performance.



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