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The Influence of Role Conflict on Employee Work Performance with Job Stress as an Intervening Variable in the Regional Financial Management Agency, Income and Assets in Binjai City

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Abstract

This study aims to analyze the effect of role conflict on employee performance with work stress as an intervening variable. This type of research is associative quantitative. The number in this study was 173 employees. The research sample uses the Slovin formula, so the sample used is 121 employees. The location of the research was carried out at the Regional Finance, Revenue and Asset Management Agency Office of the City of Binjai. The research model uses Path analysis, and the measurement tool is Smart PLS version 3.3.3. The results of this study are Role Conflict has a positive and significant effect on Job Performance. Role conflict has a positive and significant effect on work stress. Work Stress has a positive and significant effect on work performance. Role conflict influences work performance through work stress positively and significantly.

Keywords *Role Conflict, Job Performance, Work Stress.*

INTRODUCTION

The key to a company's success is based on its resources, and one of them is human resources, so that the company can continue to grow and continue to provide added value to the company. Satoto and Ayuningtyas (2016) explained that in theory stress is needed to increase work performance, but excessive stress will cause anxiety which can ultimately reduce the quality of employee work. Broadly speaking, stress is influenced by three factors, namely individual factors, organizational or company factors, and environmental factors. According to Robbins (Gentari, 2017) conflict is a process that begins when one party has the perception that another party has negatively affected, or will negatively affect, something that is the personality or interests of the first party. Work-Family Conflict can occur when a person is unable to organize and balance his responsibilities to fulfill the two roles he is carrying out (Warokka and Febrilia, 2014). Excessive role conflict will result in emotional exhaustion for employees. For example, employees who have excessive workloads require employees to have high performance and make them work more intensely which forces them to carry out two roles at once (role in work and role in family). By carrying out two roles simultaneously, it will make employees feel more and more role conflict. Excessive role conflict will result in emotional exhaustion for employees. For example, employees who have excessive workloads require employees to have high performance and make them work more intensely which forces them to carry out two roles at once (role in work and role in family). By carrying out two roles simultaneously, it will make employees feel more and more role conflict. Excessive role conflict will result in emotional exhaustion for employees. For example, employees who have excessive workloads require employees to have high performance and make them work more intensely which forces them to carry out two roles

at once (role in work and role in family). By carrying out two roles simultaneously, it will make employees feel more and more role conflict.

Work stress has an influence on performance. According to Priyoto (2014) work stress is related to reality that is not in accordance with expectations or stressful situations. revealed that work stress can be a trigger for decreased employee performance. Employees who are stressed tend to experience tension of mind and behave strangely, are angry, and like to be alone so that employee performance cannot be achieved optimally. Employee performance is related to the problem of whether someone's needs are met or not. To obtain or fulfill these needs a person needs a means of satisfying the needs. Money, rank or position, position and so on are examples of means of satisfying needs, and to get them, they have to work. In other words, by working they will get remuneration. Remuneration in question is an incentive. The phenomenon that occurs in the Binjai City Regional Finance, Income and Asset Management Agency is that many employees have role conflicts in their daily lives without being aware of it so that it has an impact on their work which will take a long time to do so it will cause stress at work which makes the job also take a long time to do this makes every employee who experiences role conflict will not be able to compete with other employees to get work performance.

LITERATURE REVIEW

Role Conflict

According to Hanna and Firnanti (2013) argued that role conflict is a form of individual discomfort in the organization in carrying out its work which stems from the appearance of two orders received simultaneously which results in a decrease in work motivation. Role conflict arises when a person gets a role that makes it difficult for him to adapt to other roles (Robbins and Judge, 2015).

Role Conflict Indicator

Indicators of role conflict according to Hanna and Firnanti (2013) are as follows.

1. Different Jobs Work with two or more groups by doing different jobs.
2. Human Resources Receiving assignments without the support of sufficient human resources to carry them out.
3. Override rules Override rules to complete tasks.
4. Unnecessary Activities Carry out activities that really do not need to be carried out as usual.
5. Conflicting Roles Received several requests to do conflicting work.
6. Work that is unacceptable to others Doing work that is unacceptable to another person or a person.

Work Stress

According to Hasibuan (2014) states that work stress is a tension that results in an imbalance in the psychological state of employees which can affect their own way of thinking, emotions and conditions. Work stress occurs due to excessive demands and

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pressure from the tasks given by the company. The higher the employee's work stress, the worse the impact on an employee's performance and can hinder the achievement of goals and the development of the company. According to Fahmi (2016) "Stress is a condition that suppresses a person's self and soul beyond the limits of his ability, so if it continues to be left without any solution then this will have an impact on his health. Stress does not just arise, but the causes of stress arise are generally followed by event factors that affect a person's psyche,

Work Stress Indicator

According to Hasibuan (2014) the indicators of work stress are as follows:

1) Workload,
2) Leader Attitude,
3) Working Time,
4) Conflict,
5) Communication,
6) Work Authority.

Work performance

According to Mangkunegara (2017) work performance is a performance term derived from Job Performance or Actual Performance (work achievement or actual achievement achieved by a person). The definition of performance (work achievement) is the result of work in quality and quantity produced by an employee in carrying out their duties in accordance with the responsibilities they carry. Tanjung (2015) work performance is the result of work that has been achieved by an employee in carrying out work activities. Work results achieved by an employee in carrying out tasks based on skill, experience, and sincerity as well as time.

Work Performance Indicators

Mangkunegara (2017) indicators of work performance are:

1. Quantity of Work The number of work results in accordance with the time available, what needs to be considered is not routine results but how quickly the work can be completed.
2. Quality of Work Quality of work results based on predetermined standards. Usually measured through accuracy, thoroughness, skill, cleanliness of work.
3. Collaboration The ability of an employee to participate and cooperate with others in completing tasks.
4. Initiative Enthusiastic or diligent in completing their duties, as well as the ability to make good decisions without prior guidance.

METHOD

The type of research used is quantitative associative, namely research that aims to determine the relationship between two or more variables (Sugiyono, 2013). In this study, the exogenous variable is Role Conflict (X), while the endogenous variable is Work

Performance (Y) and the Intervening Variable is Job Stress (Z). This research was conducted at the Financial, Revenue and Asset Management Board of the City of Binjai Jl. Jambi No.1, Rambung Bar., South Binjai District, Binjai City, North Sumatra 20722. When this research was carried out from March 2023 to July 2023. According to Sugiyono (2013), population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied and then drawn conclusions. The population used was 173 employees consisting of 75 civil servants and honorary employees 98.

The sample to be carried out with the Slovin formula is as follows:

Child: $n = N / (1 + (N \times e^2))$.

$N = 173 / (1 + (173 \times 0.0025))$

$N = 173 / (1 + 0.432)$

$N = 173 / 1.432$

$N = 120.810$

If rounded up, the minimum sample size of 173 populations with a 5% margin of error is 121 people.

Measurement Model (Outer Model)

The procedure for testing the measurement model consists of a validity test and a reliability test.

1. Validity Test
   The validity test is used to assess whether or not a questionnaire is valid. A questionnaire is said to be valid if the questionnaire questions are able to reveal something that is measured by the questionnaire. Validity testing is applied to all question items in each variable.
2. Reliability Test
   In general, reliability is defined as a series of tests to assess the reliability of statement items. The reliability test is used to measure the consistency of measuring instruments in measuring a concept or measuring the consistency of respondents in answering statement items in questionnaires or research instruments. To measure the level of reliability of research variables in PLS, you can use the value of the alpha coefficient or Cronbach's alpha and composite reliability). Cronbach's alpha value is suggested to be greater than 0.7 and composite reliability is also suggested to be greater than 0.7. (Now, 2014)

Structural Model (Inner Model)

This test was conducted to determine the relationship between exogenous and endogenous constructs which has become a hypothesis in this study (Hair et al., 2017). To produce inner model test values, steps in SmartPLS are carried out using the bootstrapping method. The structural model is evaluated using the R-square for the dependent variable, the Stone-Geisser Q-square test for predictive elevation and the t test and the significance of the structural path parameter coefficients with the following explanation:

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1. Coefficient of Determination / R Square (R2)
   In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. The interpretation is the same as the interpretation in regression. Changes in the R-square value can be used to assess the effect of certain independent latent variables on the dependent latent variable whether it has a substantive effect (Ghozali, 2012). The value of R2 is generally between 0 and 1.
2. Predictive Relevance (Q2)
   This test is used to measure how well the observed values are generated by the model and also the parameter estimates. If the Q2 value is greater than 0, it indicates that the model has predictive relevance, which means it has a good observation value, whereas if the value is less than 0, it indicates that the model does not have predictive relevance (Ghozali, 2014).
3. t-Statistics
   at this stage it is used for hypothesis testing, namely, to determine the significance of the relationship between variables in research using the bootstrapping method. In the full Structural Equation Modeling model besides confirming the theory, it also explains whether or not there is a relationship between latent variables (Ghozali, 2012). The hypothesis is said to be accepted if the t statistic value is greater than the t table. According to (Latan and Ghozali, 2012) the criteria for a t table value of 1.96 with a significance level of 5%
4. Path Coefficient (Path Coefficient)
   This test is used to determine the direction of the relationship between variables (positive/negative). If the value is 0 to 1, then the direction of the relationship between variables is positive. Meanwhile, if the value is 0 to -1, then the direction of the relationship between variables is declared negative.
5. Model Fit
   This test is used to determine the level of suitability (fit) of the research model with the ideal model for this study, by looking at the NFI value in the program. If the value is closer to 1, the better (good fit).

RESULTS AND DISCUSSION

Outer Model Analysis

Testing the measurement model (outer model) is used to determine the specification of the relationship between latent variables and their manifest variables. This test includes convergent validity, discriminant validity and reliability.

1. Convergent Validity

Convergent validity is used to determine the validity of each indicator on its latent variables, in the SmartPLS software to see the results of the validity, it can be seen in the outer loading table. In the outer loading table, there are numbers or values that indicate indicators that show similarities with the construct variables. The value for the indicator is said to be valid, if the indicator explains the construct variable with a value of > 0.7. The structural model in this study is shown in the following figure:

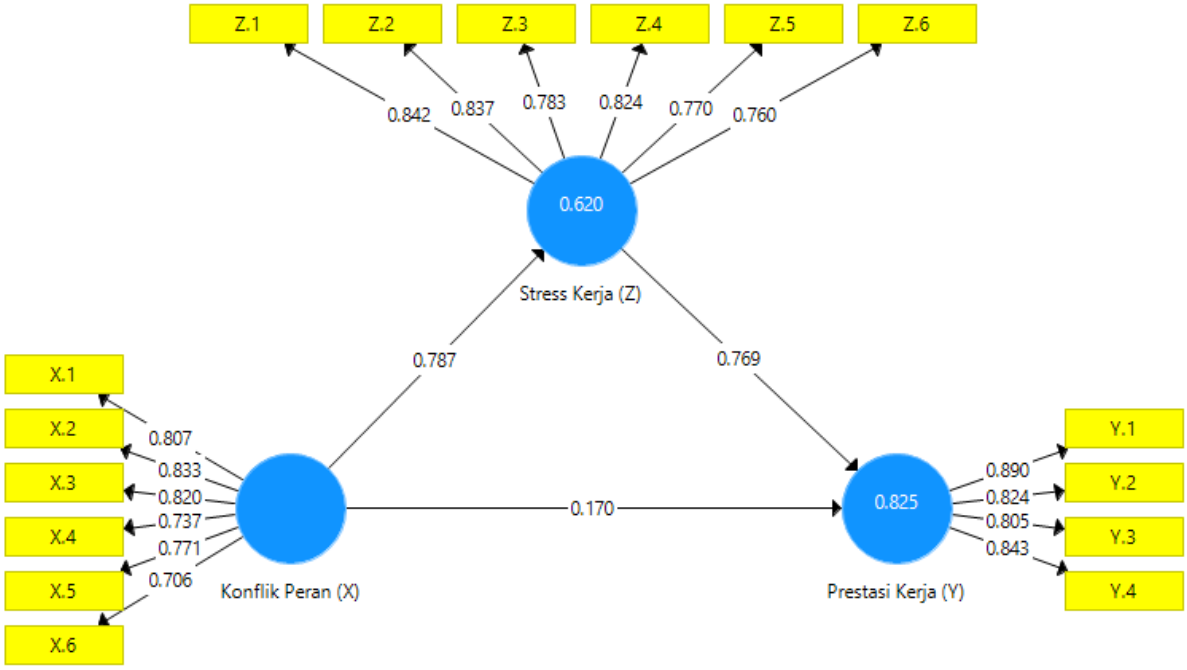

Figure 1. Outer Model
Source: Smart PLS 3.3.3

The Smart PLS output for the loading factor gives the results in the following table: Outer Loadings. In this study there are equations and the equation consists of two substructures for substructure 1

Z = b1X1 + e1
Z = 0.787 + e1
For substructure 2
Y = b2X1 + b3Z + e2
Y = 0.170 + 0.769 + e2

Table 1. Outer Loadings

	Role Conflict (X)	Work Performance (Y)	Work Stress (Z)
X.1	**0.807**		
X.2	**0.833**		
X.3	**0.820**		
X.4	**0.737**		
X.5	**0.771**		
X.6	**0.706**		
Y. 1		**0.890**	
Y.2		**0.824**	
Y.3		**0.805**	

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Y.4		**0.843**	
Z. 1			**0.842**
Z. 2			**0.837**
Z. 3			**0.783**
Z. 4			**0.824**
Z. 5			**0.770**
Z. 6			**0.760**

Source: Smart PLS 3.3.3

It can be seen from the table above that each variable has an outer loading indicator which must be greater than 0.7, so the outer loading results are declared valid, each variable gets a value greater than 07, which means that all outer loading indicators are considered valid and can continue further research.

2. Discriminant Validity

Discriminant Validity can be tested by looking at the cross-loading table, this output is used to test discriminant validity at the indicator level with the condition that the correlation between indicators and their late variables is > compared to the correlation between indicators and other latent variables (outside the block). For more details can be seen in table 2 below:

Table 2. Discriminant Validity

	Role Conflict (X)	Work Performance (Y)	Work Stress (Z)
X.1	0.807	0.478	0.514
X.2	**0.833**	0.552	0.558
X.3	0.820	0.553	0.568
X.4	0.737	0.681	0.578
X.5	0.771	0.730	0.771
X.6	0.706	0.552	0.617
Y. 1	0.706	**0.890**	0.826
Y.2	0.542	0.824	0.762
Y.3	0.743	0.805	0.734
Y.4	0.608	0.843	0.708
Z. 1	0.633	0.756	**0.842**
Z. 2	0.633	0.781	0.837
Z. 3	0.602	0.653	0.783
Z. 4	0.592	0.762	0.824
Z. 5	0.742	0.662	0.770
Z. 6	0.587	0.729	0.760

Source: Smart PLS 3.3.3

Based on table 2 above, there is a cross loading value for each variable and each indicator can be explained. The cross loading of Role Conflict is greater than the cross loading of other latent variables. For the cross loading of the Work Performance variable, there is a value that is greater than the cross-loading value of the other latent variables. For cross loading of the Work Stress variable, it can be seen that the value is greater than the cross-loading value of other latent variables. So it can be concluded that the cross loading value has a value that is greater than the value of other latent variables so that it can be considered discriminately valid.

3. Composite reliability

Subsequent tests determine the reliable value with the composite reliability of each construct, the construct value that is considered reliability is where the composite reliability value is above 0.6 or greater than 0.6. If the value of Coranbasch alpa is also greater than 0.7 then the value of each construct in the block is considered reliable in each construct variable and if the AVE value is also above 0.7 then each construct variable is considered valid. The following is a table of loading values for the research variable construct resulting from running the Smart PLS program in table 3 below:

Table 3. Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Role Conflict (X)	**0.871**	**0.903**	**0.609**
Work Performance (Y)	**0.862**	**0.906**	**0.707**
Work Stress (Z)	**0.890**	**0.916**	**0.645**

Source: Smart PLS 3.3.3

Based on the table above, there is a Cronbach alpha block where the value of each variable is greater than 0.7 so that it can be interpreted as Cronbach alpha reliability data. Based on the composite reliability block, the value of each variable is greater than 0.6 so that it can be explained that the value is considered composite reliability. Based on the AVE block, there is a value for each variable greater than 0.7, it can be explained that an AVE value greater than 0.7 means that the values are validly distributed so that it can be explained that all the blocks listed above have a value greater than the basically so that it is considered reliable and valid.

Inner Model Analysis

Evaluation of the structural model (inner model) is carried out to ensure that the structural model built is robust and accurate. The stages of analysis carried out in the evaluation of the structural model are seen from several indicators, namely:

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1. Coefficient of Determination (R2)

Based on the data processing that has been done using the SmartPLS 3.0 program, the R Square value is obtained as follows:

Table.4. R Square results

	R Square	Adjusted R Square
Work Performance (Y)	0.825	0.822
Work Stress (Z)	0.620	0.617

Source: Smart PLS 3.3.3

Based on the table above, there is an R square value for the Job Performance variable of 0.825 and if it is percentaged the result is 82.5%, meaning that the effect of the Role Conflict and Work Stress variables on Job Performance is 82.5% and the remaining 17.5% is in the variable other. The R square value for Job Stress is 0.620 and if it is percentaged at 62.0%, it means that the influence of Role Conflict on Work Stress is 62.0% and the remaining 38.0% is in other variables.

2. Assessment of Goodness of Fit (GoF)

The goodness of fit model test can be seen from the NFI value ≥ 0.697 which is declared fit. Based on the data processing that has been done using the SmartPLS 3.3 program, the Fit Model values are obtained as follows:

Table 5. Model Fit

	Saturated Model	Estimation Models
SRMR	0.103	0.103
d_ULS	1,440	1,440
d_G	0.798	0.798
Chi-Square	489,036	489,036
NFIs	0.699	0.699

Source: Smart PLS 3.3.3

Based on the table above, there is an NFI value of 0.699 if the research is considered fit if the NFI value is greater than 0.697, because the NFI value in this study is greater than 0.697, the research is considered fit according to the GoF test and can carry out further research and is feasible so that it can carry out Hypothesis test.

3. Hypothesis Testing

After assessing the inner model, the next thing is to evaluate the relationship between latent constructs as hypothesized in this study. Hypothesis testing in this study was carried out by looking at the T-Statistics and P-Values. The hypothesis is declared accepted if the

T-Statistics value is > 1.96 and the P-Values are <0.05. The following are the results of the Path Coefficients of direct influence:

Table 6. Path Coefficients (Direct Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Role Conflict (X) -> Work Performance (Y)	0.170	2,335	**0.020**	**Accepted**
Role Conflict (X) -> Work Stress (Z)	0.787	26,001	**0.000**	**Accepted**
Work Stress (Z) -> Work Performance (Y)	0.769	11,642	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

Based on the table above, there are values from the hypothesis that there are significant p values. To find out more, the explanation is as follows:

1. Role conflict has a positive and significant effect on work performance with an original sample value of 0.170 and P values of 0.020 <0.05 meaning that in this study the role conflicts that occur are not too large so that employees still maintain their performance even though at one time they are doing work other than work basically so that it raises the performance of the work that can be obtained.
2. Role conflict has a positive and significant effect on work stress with an original sample value of 0.787 and P values of 0.000 <0.05 meaning that role conflict can also be a problem for employees if employees are unable to do other work outside of their main job, so they experience stress at work.
3. Work stress has a positive and significant effect on work performance with an original sample value of 0.769 and P values of 0.000 <0.05 meaning that people who excel in their work do not necessarily experience stress at work, they must maintain their achievements and work even more optimally so that work demands increase. There are many things that make employees with high performance feel stressed at work.

Table 7. Path Coefficients (Indirect Effects)

	Original Sample (O)	T Statistics (| O/STDEV |)	P Values	Results
Role Conflict (X) -> Work Stress (Z) -> Work Performance (Y)	0.605	11.168	**0.000**	**Accepted**

Source: Smart PLS 3.3.3

Based on table 7 above, there is an indirect hypothesis, meaning that role conflict influences work performance through work stress in a positive and significant way, with an original sample value of 0.605 and P values of 0.000 <0.05, meaning that work stress is an

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intervening variable because it has a significant influence indirectly direct meaning that work stress will occur with anyone at any time and under any circumstances role conflict often triggers stress at work and must hold back achievements that have been owned for a long time so role conflict will cause stress at work for employees who achieve.

CLOSING

Conclusion

After presenting the results of the research and the hypotheses that have been explained, the conclusions of this study are as follows:

1. Role conflict has a positive and significant effect on work performance.
2. Role conflict has a positive and significant effect on work stress.
3. Work stress has a positive and significant effect on work performance.
4. Role conflict influences work performance through work stress positively and significantly.

Suggestion

1. The organization must be able to solve the problem of employees doing or being told to do work that is not their job so that it becomes a role conflict because if this role conflict occurs it will cause problems.
2. The organization must be able to see employees who feel stressed at work and be able to advise and lighten their workload so that employees do not experience the same thing in the future.
3. Employees with achievements must be taken care of and do not do unnecessary things that make them feel tired in work that is not their job and do not use it to do other work.

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