



## The Effect of Role Conflict, Work Load and Work Stress on The Performance of Hospital In Bhayangkara Tk.III Padang Indonesia

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**ABSTRACT:** This study aims to determine influence individually and collectively between role conflicts, workload and work stress on the performance of Bhayangkara Hospital employees TK.III Padang. This type of research is descriptive quantitative. The data used are primary data and secondary data. The population in this study were 224 employees of the Bhayangkara TK.III Hospital in Padang. The sample in this study was drawn using the Slovin formula, amounting to 144 people with proportional random sampling technique. The research instrument used a questionnaire with a linkert scale. Data analysis using Multiple Linear Regression. The results of this study indicate that the results of the t test or partially (1) role conflict has a significant negative effect on the performance of the respondent, (2) The workload has a significant negative effect on the performance of the respondent (3) Job stress has a significant negative effect on the performance of the respondent. Simultaneously by using the F test, role conflict, workload and Job stress show a significant result on performance.

**KEYWORDS:** Performance, Role Conflict, Workload, Work Stress

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### I. INTRODUCTION

Performance is a function of motivation and ability. To achieve this one must have a certain degree of willingness and level of ability. Willingness and skills are ineffective to do something without a clear understanding of what to do and how to do it (Siagian, 2012). Meanwhile, Cardoso (2011); (Suaib, 2008) argues that performance is the result of work achieved by a person in carrying out the tasks assigned to him, including the quality and quantity of output as well as the reliability he has in carrying out work. Supported by skills, sincerity, experience and time. Various factors and indicators also support performance in line with what Mangkunegara (2016) stated, namely; ability, motivation both internal and external. Furthermore, the indicators are; quality of work, quantity of work, responsibility, cooperation and initiative.

Various obstacles are faced by someone who works to achieve good performance with brilliant achievements. Among them, the various roles he has played require everyone to share in carrying them out. Robbins (2018), explains that conflict as a process begins when one party has the perception that the other party has negatively influenced, or will negatively affect, something that concerns and the interests of the first party. Role conflict according to Luthans (2006); Ardana (2012), experienced if they have two or more roles that must be carried out at the same time. Furthermore, Carnicer (2015) explains that, the simultaneous condition of two or more forms of pressure at the workplace, where the fulfillment of one role makes the fulfillment of other roles more difficult.

Besides role conflicts, workload also determines performance outcomes. According to Rivai (2019), workload is something that arises from the interaction between the demands of a given task, the work environment where it is used as a workplace, skills, behavior and perceptions of workers. So that it is quite difficult to achieve a normal workload in the sense that the work volume is in accordance with the ability of the

work, which causes an imbalance even though the deviation is small. The workload indicators are; targets to be achieved, working conditions, work standards.

Another factor that is no less important is job stress. Sarwono (2011) defines stress as an adaptive response to external situations that produce physical, psychological, and / or behavioral deviations in organizational members. Robbins (2018), says that stress is a dynamic condition in which an individual is faced with an opportunity, demand, or resource related to what the individual desires and whose results are considered uncertain and important.

Of the various factors that influence this performance, this study will further examine and describe the findings of the various variables studied. The research was carried out in Bhayangkara Kindergarten Hospital. III Padang is a legacy of the Padang Luar Kota Police Post which is located at Jln. Teak No. 1 Padang. In 1962 on the initiative of bhayangkari mothers, Kodak III West Sumatra changed the function of the Police Post to become a maternity clinic which at that time was named the Bhayangkara Maternity Clinic, especially to serve bhayangkari mothers and their children. House. This hospital has a vision "To provide the best service for members of the National Police, civil servants, families and the general public".

However, in recent years the achievement of targets for several performance indicators of these hospitals has not been as expected. Based on employee performance data, it appears that there has been a decline in institutional performance from 2017 - 2019. In 2016 on average, the realization of employee performance reports Bhayangkara Kindergarten Hospital. III Padang reaches 97.144 percent. This performance decreased in 2017 to 91.51 percent and continued to decline in 2019 to 88.74 percent. Decreased employee performance Bhayangkara Kindergarten Hospital. III Padang this indicates a problem with employee performance Bhayangkara Kindergarten Hospital. III Padang. There are several factors that are thought to affect the decline in the target achievement of the Bhayangkara Kindergarten Hospital. III This Padang. These factors include role conflict, workload and work stress.

## II. RESEARCH METHODS

This type of research is descriptive quantitative. This study uses a questionnaire with a Linkert Scale. Data analysis with Multiple Linear Regression. The analysis tool is SPSS. The population in this study were all employees of the Bhayangkara Kindergarten Hospital. III Padang, totaling 224 people, with details of Polri = 48 people, civil servants = 53 people, and BLU = 123 people. The research sample is a limited number and part of the population, a portion of the population that is selected and is representative of that population. Sugiyono (2017: 120) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusion will be applicable to the population.

To determine the sample size in this study the Slovin formula is used:

$$n = \frac{N}{1 + (N \times e^2)}$$

Where :

n = sample size

N = population

e = percentage of error

Based on the Slovin formula above, the number of samples in this study are:

$$n = \frac{N}{1 + (N \times e^2)} = \frac{224}{1 + (224 \times 0,05^2)} = 144$$

So the number of samples in this study amounted to 144 people.

The sample in the study was drawn using the Proportional Random Sampling technique with the following details:

$$Polri = \frac{48}{244} \times 144 = 31 \text{ orang}$$

$$PNS = \frac{53}{244} \times 144 = 34 \text{ orang}$$

$$BLU = \frac{123}{244} \times 144 = 79 \text{ orang}$$

## III. RESULT AND DISCUSSION

In testing the research hypothesis, multiple linear regression tests were used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis

was performed by comparing  $t_{count}$  with  $t$  table and sig value with  $\alpha = 0.05$ . In detail, the results of multiple regression testing can be seen in Table 1.

**Table 1**  
**Multiple Regression Equation**

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	T hit	Sig.
		B	Std. Error	Beta		
1	(Constant)	26,982	8,240		3,274	.002
	Role Conflict	-. 509	.089	-.617	-5,701	.000
	Workload	-.344	.095	-.445	-3,614	.001
	Job Stress	-.236	. 089	-.273	-2,665	.009
a. Dependent Variable: performance						

Source: SPSS Output Results (2020)

Based on Table 1 above, the estimation model can be analyzed as follows:

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

Based on the above equation, it can be explained that:

- 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 improving the performance of employees at Bhayangkara Kindergarten Hospital. III Padang.
- The value of the role conflict regression coefficient 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.
- 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.
- The regression coefficient value for work stress is negative, namely 0.236. This means that if the work stress increases by one unit it will result in a decrease in employee performance by 0.236 unit.

#### Regression Coefficient Test (t test)

##### 1. Hypothesis Testing 1

The first hypothesis proposed, that role conflict partially has a negative effect on employee performance. Based on the analysis of the t test, it is known that the significance level of the role conflict variable is 0,000 <from the significance value (0.05). Thus  $H_0$  was rejected and  $H_a$  accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between role conflict on the performance of the Bhayangkara Kindergarten Hospital employees. III Padang.

##### 2. Hypothesis Testing 2

The second hypothesis proposed is that the workload partially has a positive effect on employee performance. Based on the analysis results of the t test, it is known that the significance level of the workload variable is 0,001 <from the significance value (0.05). Thus  $H_0$  was rejected and  $H_a$  accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between the workload on the employee performance at Bhayangkara Kindergarten Hospital. III Padang.

##### 3. Hypothesis Testing 3

The third hypothesis proposed, 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 <dai significance value (0.05). Thus  $H_0$  was rejected and  $H_a$  accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant influence between job stress on the performance of the Bhayangkara Kindergarten Hospital staff. III Padang.

##### 4. Hypothesis Testing 4

The fourth hypothesis proposed, that role conflict, workload, and work stress collectively 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 variable role conflict, workload, and work stress is 0.000 <0.05. Thus  $H_0$  was rejected and  $H_a$  accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a

significant influence jointly between role conflict, workload, and work stress on the performance of Bhayangkara Kindergarten Hospital employees. III Padang. As can be seen in table 2.

**Table 2**  
**F Test Results**

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813,367	3	406,684	883,625	.000a
	Residual	15,188	140	.460		
	Total	828.1446	143			
a. Predictors: (Constant), X3, X2, X1						
b. Dependent Variable: Y						

Source: SPSS Output Results (2020)

### Coefficient of Determination (Adjusted R Square)

The coefficient of determination aims to see or measure how far the model's ability to explain variations in the independent variable, where the value is Adjusted *R square* used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The coefficient of determination in this study is taken from the value Adjusted *R Square* which can be seen in table 3.

**Table 3**  
**Adjusted R Square Test Results**

Model Summary <sup>b</sup>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.981	.67841
a. Predictors: (Constant), X3, X2, X1				
b. Dependent Variable: Y				

Source: Results of SPSS data processing (2020)

Based on the results of the Adjusted R square analysis 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.

Discussion of research results is intended to explain and interpret the results of the study.

### 1. Influence Role Conflict on Employee Performance at Bhayangkara Kindergarten Hospital. III Padang.

The results of this study indicate that role conflict has a significant effect on the performance of the employees of Bhayangkara Kindergarten Hospital. III Padang. This indicates that the role conflict determines the performance of Bhayangkara Kindergarten Hospital employees. III Padang. 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 -0.509 which means that role conflict has a greater influence than other variables. This indicates that role conflict can play a role in reducing employee performance. If the Bhayangkara Kindergarten Hospital. III Padang wants to improve employee performance, so 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 a person has more than one conflicting role so that it can have an impact on employee performance decline. The results of this study are in line with the research Safaria (2011) which shows that role conflict has a negative and significant effect on employee performance. Mohammad, Catharina (2011), Usman (2011), the results of their research also show that role conflict has a significant effect on employee performance.

### 2. Influence Workload on the performance of TK Bhayangkara Hospital Staff. III Padang.

The results of this study indicate that the workload has a significant effect on the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This indicates that the workload of employees determines the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This means that the higher the workload of employees, it will have an impact on employee performance decline.

From the results of this study, it appears that the workload variable has a coefficient -0.344 which means the workload has a big impact. This indicates that the workload can play a role in reducing employee performance. If the Bhayangkara Kindergarten Hospital. III Padang wants to improve employee performance, so reduce employee workload.

This is in line with the opinion of Ram (2011) which states that workload is the amount of work that must be borne by a position or organizational unit and is the product of work volume and time norms so that it can have an impact on employee performance decline. The results of this study are in line with the research Safaria (2011) which indicates that the 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.

### **3. Influence Influence Job Stress on Employee Performance at Bhayangkara Kindergarten Hospital. III Padang**

The results of this study indicate that job stress has a significant effect on the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This indicates that job stress determines the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This means that the higher the work stress of an agency, the lower the employee's performance.

From the results of this study, it appears that the work stress variable has a coefficient 0.236 which means that work stress has a big influence. This indicates that job stress can play a role in reducing employee performance. If the Bhayangkara Kindergarten Hospital. III Padang wants to improve employee performance, so it must be able to create a work atmosphere that does not cause stress. The results of this study are in line with the research of Habibullah (2009) which shows that there is a significant negative effect of job stress on employee performance.

### **4. The Influence of Role Conflict, Role Conflict, and Workload Job Stress on Employee Performance at Bhayangkara Kindergarten Hospital. III Padang.**

The results of this study indicate that role conflict, workload and work stress together have a significant effect on the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This indicates that role conflict, workload and work stress determine the performance of employees at Bhayangkara Kindergarten Hospital. III Padang. This means that role conflicts, workload and work stress have an impact on employee performance decline. This is in line with the research of Ram (2011), Safaria (2011), Catharina (2011), Habibullah (2009) and Rozikin (2006) which shows that there is a negative and significant influence between role conflict, workload, and work stress on employee performance. .

## **IV. CONCLUSION**

Based on the results of testing and discussion of the hypotheses described in the previous chapter, several conclusions can be drawn as follows:

1. Role conflict has a negative influence on the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This means that employee performance will increase if role conflicts in the agency are reduced.
2. The workload has a significant negative effect on the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This means that employee performance will increase if the existing workload can be adjusted to the employee's condition.
3. Job stress has a significant negative effect on the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. This means that employee performance will increase if employees can reduce their stress on existing jobs.
4. Role conflict, workload and work stress together have a positive effect on the performance of the employees of the Bhayangkara Kindergarten Hospital. III Padang. With a figure of  $R^2$  0.981 or 98.1% of employee performance is influenced by the independent variable role conflict, workload and work stress.

Based on the results of the analysis of the discussion as well as some conclusions in this study, there are suggestions that can be given through the results of this study in order to get better results, namely:

1. For further researchers, it is hoped that they can examine other variables outside of this variable in order to obtain more varied results that can describe what things can affect performance and it is suggested to expand the scope of research on the effect of role conflict, workload and work stress on employee performance used in this study.
2. It is hoped that agency management can create more flexible working hours so that employees do not experience the phenomenon of role conflict between work and family.
3. For the management of the agency it is hoped that it can create a conducive work atmosphere without excessive workloads and low employee work stress.

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