



## Mediation Effect of Work Stress on the Relationship between Role Conflict, Role Ambiguity, and Employees Performance

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<b>Article Info</b>	<b>Abstract</b>
<b>Keywords:</b> Employees performance; Role ambiguity; Role conflict; Work stress	<b>Purpose</b> – The aim of this study was to examine how role conflict and role ambiguity, mediated by work stress, influenced employees performance. <b>Methodology</b> – A quantitative analysis was performed by using the Slovin formula for a total sample of 114 employees from PT MSP, a prominent household appliances company in East Java, Indonesia. The collected data were analyzed using SEM SmartPls-3. <b>Results</b> – The results showed that both role conflict and role ambiguity exerted a significant negative impact on employees performance, and also contributed to increased work stress. Moreover, work stress showed a significant negative impact on employees performance. The inclusion of work stress as an intermediary highlighted its role in mediating the negative relationship between role conflict, role ambiguity, and employees performance. <b>Originality</b> – Incorporating work stress as a mediator in the connection between these variables enriched the exploration of the interrelation. This intricate relationship required a deeper understanding for the optimization of employees performance.
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### 1. Introduction

Effective human resources are essential for businesses to thrive and develop rapidly. Maximizing employee potential is crucial for achieving effectiveness and efficiency in pursuing company goals. However, the challenge of low employee performance has become a critical issue in the current industrial era marked by rapid technological advancements and dynamic business landscapes.

Employee performance significantly impacts a company's operation, with challenges arising from unclear responsibilities, ineffective information systems, unclear leadership directives, suboptimal interactions, limited capabilities, and a multifaceted organizational culture. Prabu Mangkunegara (2011) defines employee performance as the quality and quantity of work produced, encompassing the behavior exhibited in relation to work roles. Adhering to established work standards and performance guidelines is crucial for fulfilling quality and quantity benchmarks.

Conflicts, as identified by Prabu Mangkunegara (2011), arise when employee expectations diverge from the reality of a situation, leading to disparities within the company. Management's approach to handling conflicts can yield positive or negative outcomes, impacting productivity and ethical conduct. Role conflict, influenced by diverse backgrounds, norms, and roles, can impact the process of fulfilling tasks, affecting overall performance.

Effective human resource management is imperative for achieving company objectives, considering the workforce as the driving force behind the company. Role ambiguity, where clear directions and objectives are lacking, influences emotions, cognitive processes, and overall conditions. Munandar (2017) notes that role ambiguity arises when essential work-related knowledge or role comprehension is lacking, resulting in uncertainty. This often stems from unclear role expectations, requirements, or task completion methods.

Changes in the company should be approached cautiously, ensuring positive impacts on both the company and employees. Role conflict and role ambiguity have detrimental consequences, leading to a decline in employee quality and capabilities. Excessive work demands, stemming from knowledge requisites, stringent task completion quotas, and an overwhelming workload, contribute to employee stress. Deviant employee behavior becomes a category of work-related stress, hindering the ability to fulfill responsibilities and impeding business success.

Proper management of work-related stress is imperative, as described by Veithzal (2017), manifesting as a state of tension causing both physical and psychological imbalances. Numerous factors contribute to employee discomfort, including work-related, non-work-related, and personal aspects, identified by Cepi (2015).

Efficient use of human resources is pivotal for organizational success, requiring the practice of human resource management, as stated by Hasibuan (2015). Conflicts often arise from specific circumstances, categorized based on sources such as communication, structure, and personal attributes. Role conflict and role ambiguity negatively impact company performance, affecting employees' quality and capabilities.

Effective human resource management is vital for businesses facing the challenges of the industrial era. Managing conflicts, addressing role ambiguity, and mitigating work-related stress are essential components of achieving success in organizational management. Recognizing the interconnectedness of these factors and taking a strategic approach to human resource practices are crucial for businesses aiming for efficiency, effectiveness, and overall success.

One of the big companies in East Java, specializing in the production of household plastic utensils, glassware, household electrical appliances, etc is PT. MSP. In the TFL division, a production section actively contributes to crafting diverse items, including the finishing phase. It should be noted that this stage relies predominantly on human effort rather than machinery. Employees in the sorting division engage in tasks such as identifying and segregating defective products of different qualities (1, 2, and 3), ultimately assessing the final product before packaging. However, the sorting process frequently experiences a backlog of unprocessed items, impeding the completion of finishing tasks. This buildup results from transitioning from 3 shifts to 1 shift, leading to performance implications. Despite these challenges, changes need to be promptly implemented to address arising issues, aiming for performance enhancement.

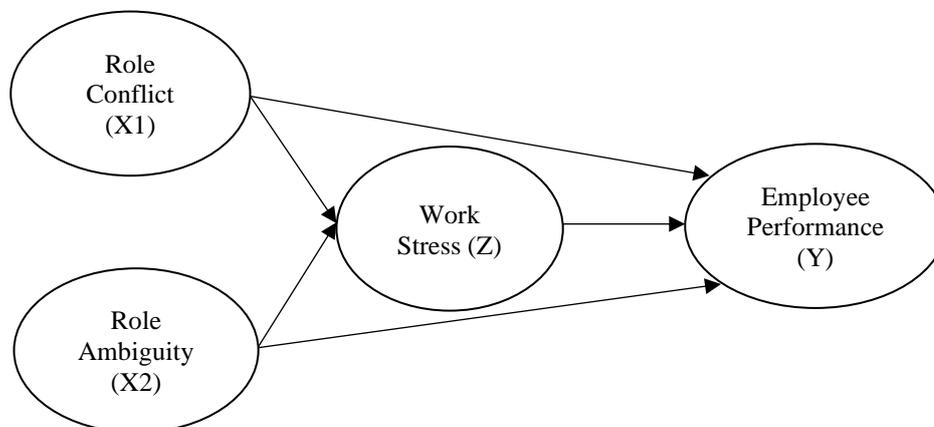
The core objective of this study is to elucidate the root cause of the problem and propose improvement strategies. By establishing connections between the variables under scrutiny, a detailed analysis concerning specific factors derived from feedback provided by samples representative of the population is conducted. It should be noted that these factors significantly influence enhancement efforts. Previous studies predominantly delved into the direct link between employees performance and role conflict (Rizzo et al., 1970; Karatepe & Uludag, 2008; Amilin,

2017; Munandar, 2017), alongside role ambiguity (Rizzo et al., 1970; Karatepe & Uludag, 2008; Amilin, 2017; Munandar, 2017), work stress (Ross, 1995; Fanani et al., 2014), work environment (Gunaseelan & Ollukaran, 2012; Saidi et al., 2019), leadership (AlShehhi et al., 2020; Iskamto et al., 2021), etc. However, this exploration builds on initial field observations and addresses gaps in previous works in order to analyze the connection through path analysis of role conflict and role ambiguity variables on employees performance, with work stress serving as an intervening factor.

This research aims to examine the influence of role conflict and role ambiguity both directly and indirectly on employee performance with work stress as a mediator. As well as the influence of work stress on employee performance. It is hoped that this research can provide new understanding and inspiration regarding the exploitation of human resources, especially in the role aspect, to improve employee performance in industry.

### 1.1 Conceptual Framework

The conceptual framework utilized in this study is shown in the picture below:



**Figure 1.** Conceptual Framework

### 1.2 Hypotheses Development

Judge & Robbins (2017) state that discrepancies in the responsibilities, roles, or objectives that individuals or groups within an organization expect can lead to role conflict. Role conflict can lead to unclear responsibilities for employees, reduce productivity, and even be detrimental to their mental health. Kahn et al. (1964) study brought to light the detrimental effects role conflict can have on organizational commitment, work satisfaction, and emotional tiredness. In the meantime, role conflict can lead to psychological instability, which has an impact on worker performance, as demonstrated by Holmes & Marra (2002). They stress the importance of worker duties being clear and consistent in order to promote psychological health and peak performance. According to Jehn (1995) research, unresolved role conflict can lead to employee discontent and impair team effectiveness. It is confirmed by Amilin (2017) that role conflict and worker performance are negatively correlated. It has been demonstrated that role ambiguity and conflict negatively impact job satisfaction and performance (Karatepe & Uludag, 2008).

**H<sub>1</sub>:** Role conflict (X1) affects employees performance (Y)

According to Judge & Robbins (2017), role conflict may contribute to stress at work. They suggested that the tasks and obligations associated with one's job can lead to psychological strain, which in turn raises stress levels. Role conflict can lead to psychological discomfort and emotional tiredness, which can be a trigger for stress, according to the study by Kahn et al. (1964). Role

conflict, according to Tsui & Shis (2005), is a problem that results from expectations that are not met both inside and outside the organization. Role ambiguity in workers' roles can lead to increased stress at work, which has a negative impact on job satisfaction and performance (Ross, 1995; Fanani et al., 2014; Holmes & Marra, 2002). These studies highlight the emotional consequences of role conflict. They point out that unresolved role conflict might put workers under more stress at work by adding to their workload. Jehn (1995) provides more evidence in favor of this theory by demonstrating how role incompatibilities can result in interpersonal conflict and elevated levels of stress at work. Amilin (2017) offers verifiable data regarding the connection between role conflict and stress at work. His study's findings indicate that workers who encounter conflict typically suffer higher levels of stress at work. Put differently, role conflict not only impacts worker performance but also contributes to stress, which can be detrimental to psychological health.

**H<sub>2</sub>:** Role conflict (X1) affects work stress (Z)

According to Judge & Robbins (2017), role ambiguity can lead to harmful ambiguity when doing job-related tasks. They claim that workers often struggle to provide their best work when they are unclear about what is expected of them in their position. Rizzo et al. (1970) study also made clear that employees may experience anxiety and bewilderment when there is a high degree of role ambiguity. In their study, Holmes & Marra (2002) noted that role ambiguity can cause employees to bear extra psychological load, which will impair their performance. They demonstrate how damaging uncertainty resulting from a lack of understanding of the role can impact employee motivation and focus. Role ambiguity can lead to interpersonal conflict, which can be harmful to both individual and group performance, according to Jehn (1995). As a component of role theory, role ambiguity describes the absence of clear and consistent information regarding a certain function (Tubre & Collins, 2000). The discrepancy between the information supplied and the knowledge needed to complete the task gives birth to this phenomena (Burney & Widener, 2007). Munandar (2017) conducted an empirical study which validated that role ambiguity might serve as a key predictor of subpar employee performance. The study's findings demonstrate how job ambiguity can lead to confusion, influence how workers view their workplaces, and eventually impair output.

**H<sub>3</sub>:** Role ambiguity (X2) affects employees performance (Y)

Holmes & Marra (2002) state that role ambiguity can put workers under more psychological strain, which can raise their stress levels at work. They emphasize how unclear responsibilities and expectations can lead to anxiety, raise stress levels, and have an impact on workers' psychological health. Role ambiguity has been linked to elevated levels of job stress, according to a study by Rizzo et al. (1970). Employee wellbeing may suffer as a result of anxiety and psychological strain brought on by unclear tasks and responsibilities. Jehn (1995) supports this perspective by saying that role ambiguity can lead to uncertainty and unease, which can be stressful at work. Munandar (2017) conducted an empirical study that offers more support for the relationship between role ambiguity and work-related stress. The study's findings indicate a positive correlation between employees' levels of work stress and their degree of role ambiguity. Put differently, role-related ambiguity might exacerbate stress and lead to elevated stress levels.

**H<sub>4</sub>:** Role ambiguity (X2) affects work stress (Z)

Job stress, according to Lazarus & Folkman (1984), happens when people determine that their ability to cope with environmental demands is outweighed by those expectations. Employees

may find it difficult to perform their jobs well when they are under a lot of stress at work. High levels of work stress have a substantial negative correlation with employee performance, according to research by Jamal (2005). According to the research, workers who are under stress typically perform less well when doing their jobs. Workplace stress has been linked to a number of negative effects on employee performance, including productivity, initiative, and job quality, according to Levy & Tziner (2011) research. The study's findings demonstrate that the effects of work-related stress extend beyond factors pertaining to mental health and have a direct bearing on performance goals. After synthesizing the results of multiple investigations, Taris et al. (2005) found a continuous negative association between occupational stress and job performance. Evidence from this investigation indicates that a range of jobs may perform worse when employees are under stress at work.

**H<sub>5</sub>:** Work stress (Z) affects employees performance (Y)

Role ambiguity and conflict can feed off one another in the workplace, making it difficult for employees to perform well. Because it may be challenging for employees to live up to competing expectations, role conflict can make people more stressed at work. However, position ambiguity can also increase workplace stress because it can leave workers unsure of the best way to perform their responsibilities. Kahn et al. (1964) study shown that role conflict can result in role tiredness, which raises employees' stress levels. In the meantime, role ambiguity has been shown in studies by Rizzo et al. (1970) to be a major factor in high levels of job stress. Based on the aforementioned investigations, it was discovered that work stress and performance were directly correlated with role conflict and role ambiguity. This suggests that there may be an indirect relationship between work stress and mediation, which this study will demonstrate.

**H<sub>6</sub>:** Role conflict (X1) affects employees performance (Y) through work stress (Z)

**H<sub>7</sub>:** Role ambiguity (X2) affects employees performance (Y) through work stress (Z)

## 2. Research Methods

In this study, a quantitative approach was employed, and it encompassed a sample of 160 employees in the TFL production section at PT MSP Sidoarjo. The Slovin formula in Bakry (2015) was used to reduce the sample to 114 respondents. Data collection employed a 5-point Likert scale through Google Forms, offering response options ranging from "strongly disagree" to "strongly agree".

This study encompassed four factors, each measured through 21 items or indicators. Among these factors, five indicators evaluated employees performance, covering quality, quantity, timeliness, effectiveness, and independence (Robbins & Judge, 2006, p. 260). Furthermore, the independent variable of role conflict included three indicators from Greenhaus & Beutell (1985) time-based, tension-based, and behavior-based conflicts. Role ambiguity integrated six indicators from Rizzo & Robert (1970), encompassing aspects such as knowledge of work plans, goal alignment, responsibilities, and expectations within company. Meanwhile, the intervening variable of work stress entailed seven indicators derived from Sunyoto (2015), reflecting elements such as unclear work responsibilities, work-related conflicts, time constraints, workspace limitations, immediate task completion demands, an unhealthy workplace, and a lack of supportive services.

To analyze the data, a statistical method suitable for small sample sizes, namely PLS-SEM, was employed. The analysis included evaluations of outer loading, convergent validity, and reliability, discriminant validity, an inner model, and hypothesis testing. External loading values were considered significant when exceeding 0.5. The cut-off value for Average Variance Extract (AVE) indicating convergent validity was also 0.5. Heterotrait-Monotrait (HTMT) values for

discriminant validity needed to be below 0.9. Moreover, a reliability test exceeding 0.7 was required (Hair et al., 2011).

### 3. Results and Discussions

#### 3.1 Characteristics of Respondents

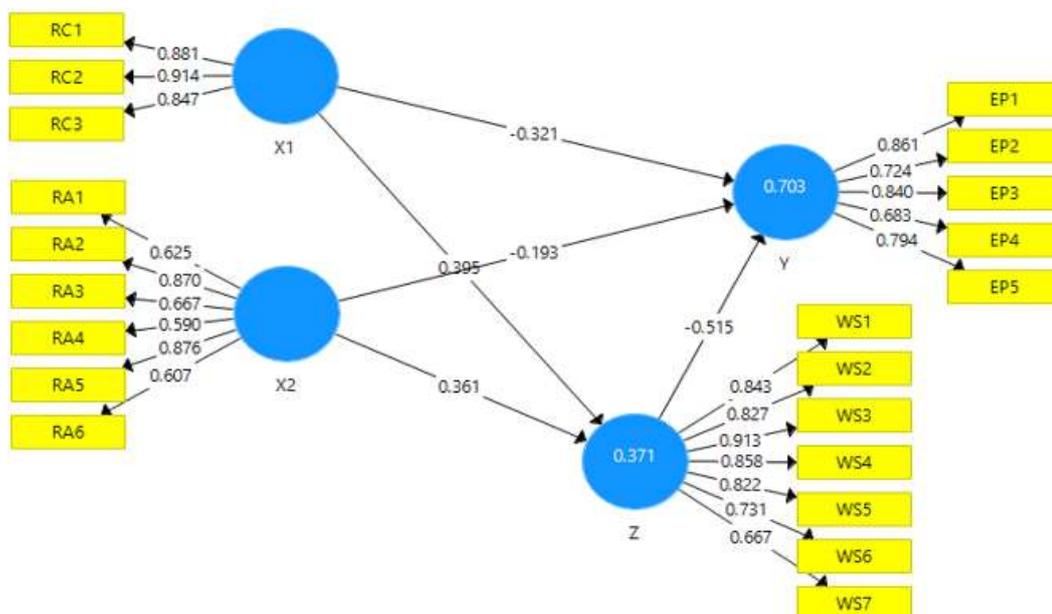
**Table 1.** Characteristic of Respondents

Description	Frequency	Percentage
<b>Gender</b>		
Male	58	50.9%
Female	56	49.1%
<b>Age (Year)</b>		
Less than 20	14	12.3%
21-30	83	72.8%
31-40	12	10.5%
More than 40	5	4.4%
<b>Year of Service (Year)</b>		
Less than 1	18	15.8%
1-3	44	38.6%
3-5	37	32.5%
More than 5	15	13.2%

Source: processed data

The table above showed the employees from PT MSP Sidoarjo. The majority comprised 50.9% males, 72.8% aged 21-30 years, and 38.6% with 1-3 years of work experience.

#### 3.2 Measurement Model (Outer Model)



**Figure 2.** PLS Analysis Diagram

**Remark**

- X1 : Role conflict  
 X2 : Role Ambiguity  
 Z : Work stress (mediator)  
 Y : Employees Performance

Each element or indicator in Figure 2 of the PLS analysis diagram above shows an outer load exceeding 0.55. These values follow the established criteria as also shown in table 2 below.

**Table 2.** Outer Loading

<b>Dimensions</b>	<b>X1</b>	<b>X2</b>	<b>Z</b>	<b>Y</b>
RC1	0.881			
RC2	0.914			
RC3	0.847			
RA1		0.625		
RA2		0.870		
RA3		0.667		
RA4		0.590		
RA5		0.876		
RA6		0.607		
WS1			0.843	
WS2			0.827	
WS3			0.913	
WS4			0.858	
WS5			0.822	
WS6			0.731	
WS7			0.667	
EP1				0.861
EP2				0.724
EP3				0.840
EP4				0.683
EP5				0.794

Source: SmartPLS-3 output

Each element or indicator in the aforementioned external loading table showed an outer loading surpassing 0.55. The values adhered to criteria established by Hair et al. in Santos (2017), confirming the dependability of the measures considered.

*Construct Reliability and Construct Validity*

The assessment of component reliability was undertaken to ascertain the reliability of latent variable development, which was evaluated using construction reliability. In order to be considered reliable, a value needed to exceed 0.70. The reliability level of this assessment was indicated by the value of Cronbach Alpha.

**Table 3.** Construct Reliability and Construct Validity

Dimensions	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
X1	0.855	0.856	0.912	0.776
X2	0.805	0.838	0.860	0.513
Z	0.913	0.931	0.931	0.660
Y	0.841	0.854	0.888	0.614

Source: SmartPLS-3 output

The study conducted by Memon et al. (2017) emphasized confidence in the consistent evaluation of the metric fundamental components, employing Cronbach Alpha and Combined Reliability as assessment tools. As defined by Sarstedt et al. (2019), reliability was established when the composite reliability value exceeded 0.7 and the expected Cronbach alpha value surpassed 0.7 (Ghozali & Latan, 2015). The presented table showed that each construct exhibited a Cronbach alpha value exceeding 0.7, confirming the reliability. Consequently, each construct could be deemed reliable. For example, the latent variable X2 showed a Cronbach alpha of 0.805, surpassing the 0.7 threshold and confirming its reliability. This pattern held for all variables with values exceeding 0.7.

#### *Convergent Validity*

Based on the principle of establishing convergent validity by Ghozali & Latan (2015), the factor dimensions are needed to exhibit a satisfactory level of correlation. The assessment of convergent validity for the model encompassed the use of AVE value and the reflex index. AVE was required to meet or exceed 0.5, signifying that it explained 50% or more of the variance in the construct, as noted by Sarstedt et al. (2019). According to the preceding table, each latent variable possessed AVE value surpassing 0.5. For example, the latent variable X2 had AVE of 0.513, exceeding the 0.5 threshold and affirming its convergent validity. This principle was applied consistently to various other variables with AVE values exceeding 0.5.

#### *Discriminant Validity*

To establish whether the reflex index truly exhibited a reasonably strong degree of structure, an examination of discriminant validity was conducted. This examination was primarily based on the notion that the index should display a robust correlation with the structure (Ghozali & Latan, 2015). During discriminant validity tests in SmartPLS, HTMT value was found to be more sensitive compared to the cross-loading value and Fornell-Larcker Criteria. This method relied on a multitrait-multimethod matrix as its measurement foundation. To ensure discriminant validity, HTMT value needed to be significantly below 0.9 (Henseler et al., 2015).

**Table 4.** Heterotrait-Monotrait (HTMT)

Dimensions	X1	X2	Y	Z
X1				
X2	0.376			
Y	0.744	0.635		
Z	0.538	0.525	0.858	

Source: SmartPLS-3 output

According to HTMT table, all HTMT values were below 0.9, suggesting that all components exhibited discriminant validity.

### 3.3 Structural Model (Inner Model)

After the inferred model aligned with the prerequisites of the external model, attention was directed toward the internal models within the structural framework. The R-square values corresponding to the variables were then considered:

**Table 5. R-Square**

Dimensions	R-Square
Y	0.703
Z	0.371

Source: SmartPLS-3 output

As shown in the table above, the R-value for the Y variable was 0.703, signifying that 70.3% of the Y variance could be explained by X1, X2, and Z. Additionally, X1 and X2 exerted an impact on Z, with a coefficient of 0.371.

The hypothesis test result is as follows:

**Table 6. Hypothesis Test**

Relationship	Original sample	Sample Mean	Standard Deviation	T Statistic	P Values
X1 on Y	-0.321	-0.321	0.066	4.880	0.000
X1 on Z	0.395	0.392	0.068	5.783	0.000
X2 on Y	-0.193	-0.204	0.074	2.598	0.010
X2 on Z	0.361	0.383	0.084	4.282	0.000
Z on Y	-0.515	-0.507	0.073	7.085	0.000
X1 on Y via Z	-0.204	-0.198	0.045	4.540	0.000
X2 on Y via Z	-0.186	-0.193	0.049	3.804	0.000

Source: SmartPLS-3 output

### 3.4 Direct Influence of Role Conflict on Employees Performance

A significant correlation was observed between role conflict and employees performance, with P values of 0.000 (less than 0.05). The initial sample estimate value of -0.321 suggested that the path connecting role conflict and employees performance was negative. Therefore, hypothesis 1, proposing that role conflict affected employees performance, was accepted. The negative link indicated that an increase in role conflict would result in decreased employees performance, and vice versa. These results were consistent with (Rizzo et al., 1970; Karatepe & Uludag, 2008 and Amilin, 2017).

### 3.5 Direct Influence of Role Conflict on Work Stress

A significant correlation was observed between role conflict and work stress, with P values of 0.000 (less than 0.05). The initial sample estimate value, which was positive and equal to 0.395,

indicated a positive path connecting role conflict and work stress. Therefore, hypothesis 2 of the study, proposing that role conflict affected work stress, was accepted. According to this positive relationship, an increase in role conflict would lead to an increase in work stress, and vice versa. These results aligned with the study by Fanani et al. (2014).

### **3.6 Direct Influence of Role Ambiguity on Employees Performance**

A significant relationship was observed between role ambiguity and employees performance, with P values of 0.010 (less than 0.05). The original sample estimated value being negative (-0.193) suggested a non-positive path connecting role ambiguity and performance. This led to hypothesis 3 being accepted implying that with increased role ambiguity, employees performance would decline, and vice versa. These results were consistent with the discovery of (Rizzo et al. 1970; Karatepe & Uludag, 2008 and Amilin, 2017).

### **3.7 Direct Influence of Role Ambiguity on Work Stress**

The significance of the relationship between role ambiguity and work stress was apparent with P values of 0.000 (less than 0.05). The initial sample estimate value, positive and equal to 0.361, showed a positive direction in the relationship between role ambiguity and work stress. As a result, hypothesis 4, suggesting that role ambiguity affected work stress, was validated. This inferred that when role ambiguity increased, work stress was likely to have risen, and vice versa. These results aligned with the study conducted by Fanani et al. (2014).

### **3.8 Direct Influence of Work Stress on Employees Performance**

The importance of the relationship between work stress and employees performance was evident with P values of 0.000 (lower than 0.05). The observed sample estimate value of -0.515 indicated a negative correlation between work stress and performance. Therefore, the fifth hypothesis was confirmed, suggesting that an increase in work stress could have led to a decrease in performance, and vice versa. These results were consistent with the discovery of Ross (1995) and Fanani et al. (2014).

### **3.9 Indirect Influence of Role Conflict on Employees Performance Mediated by Work Stress**

The results of this study unveiled a significant connection between role conflict and employees performance mediated by work stress, indicated by an extremely low p-value of 0.000 (less than 0.05). The original estimated value from the sample data was -0.204, indicating a negative pathway linking role conflict, employees performance, and work stress. Consequently, Hypothesis 6, stating that role conflict affected performance through work stress, was accepted. This suggested that an increase in role conflict could have produced higher work stress, leading to decreased employees achievement. While previous studies mainly explored direct relationships among these variables, the results highlighted the potential mediating role of work stress in the relationship between role conflict and performance.

### **3.10 Indirect Influence of Role Ambiguity on Employees Performance Mediated by Work Stress**

The statistically significant relationship between role ambiguity and employees performance, mediated by work stress, was evident from the very low p-value of 0.000 (less than 0.05). The original estimate from the sample data was -0.186, indicating a negative direction in the pathway connecting role ambiguity, employees performance, and work stress. As a result,

Hypothesis 7, asserting that role ambiguity influences employees performance through work stress, was validated. This suggested that as role ambiguity increased, work stress also rose, yielding a decrease in employees performance. While prior studies primarily explored the direct associations among these variables, the results of this present study underscored the potential mediating role of work stress in the relationship between role ambiguity and employees performance.

### 3.11 Discussion

The analysis of the data indicated that reducing role conflict, role ambiguity, and work stress led to an immediate improvement in employees performance. Work stress also acted as a mediator in the indirect relationship between role conflict and role ambiguity on employees performance.

From the three role conflict questionnaire items, it is known that respondents tend to give answers that describe a tendency for role conflict in the work area, where it can be seen that the lowest score is more towards the questionnaire items, namely respondents feel that they do not have enough of a role in the organization where they feel they are not effective at work.

By overcoming these problems, including: role clarification, improving communication, skills development, workload evaluation and open feedback, it is hoped that it can increase role understanding, increase work effectiveness, and reduce role conflict within the organization.

The impact of employees performance on the success of company was undeniable. Through the efforts of employees, company could achieve the objectives (Rotundo & Sackett, 2002). However, addressing work stress appeared crucial for managers, as it could have negatively affected work performance (Ross, 1995).

Work stress exerted the most substantial influence on employees performance, followed by role conflict and role ambiguity, collectively accounting for up to 70.3% of the impact. However, the combined influence of role conflict and role ambiguity explained only 37.1% of total work stress, leaving the remaining portion influenced by additional factors.

In relation to the obtained results, employees experiencing role conflict often felt disconnected from company, leading to a sense of inefficacy. Unclear responsibilities, prone to conflicts during task execution, arose due to ineffective company information systems, unclear leadership directives, strained interactions particularly during work processes a diminished skill set, and the incorporation of multitasking.

Turning to observations in the aspect of role ambiguity, employees often lacked a clear understanding of the company objectives. This uncertainty arose when necessary information regarding roles and objectives was missing. This scenario could significantly impact emotional well-being, cognitive processes, and entire conditions. This uncertainty hampered effective task approach, hindered performance, and detrimentally affected company. As mentioned by Munandar (2017, p. 12), role ambiguity emerged when essential work-related knowledge or a clear grasp of role expectations was lacking.

From the six role ambiguity questionnaire items, it is known that respondents tend to give answers that describe a tendency for role ambiguity in the work area, where it appears that the lowest score is more towards the questionnaire items, namely that respondents cannot know for sure in writing about their job descriptions so they often feel unclear.

By identifying and overcoming sources of role ambiguity including: ambiguity in job descriptions, ambiguity in organizational structure, lack of internal communication, lack of employee training and development, organizations can create a clearer and more supportive work environment, which in turn can increase employee productivity and satisfaction.

The presence of an unclear work description contributed to heightened work stress and inadequate workspace. This aligned with the perspective shared by Prabu Mangkunegara (2017, p. 92), indicating that employees facing stress experienced a sense of pressure while managing their work. External stimuli, such as threats or environmental factors, could trigger stress. To alleviate work stress, a well-considered strategy had to be implemented. Management had to be attuned to the sentiments and preferences of employees in order to ensure optimal work performance. Employees dissatisfaction with managers translated to reduced work efficacy. Role stress, encompassing role conflict and role ambiguity, contributed to negative employees sentiments. Workload pressure, stemming from excessive assignments and tight deadlines, further hampered concentration and performance achievement. Although company had to meet competitive demands, high work targets could induce stress. Observations suggested that employees while handling such high workloads, had to generate quality outcomes through effective resource use. Prab Mangknegara (2015) asserted that performance hinged on the quality and quantity of produced work. Experiencing role conflict, role ambiguity, and work stress resulted from a lack of requisite expertise and understanding of role expectations. This particularly affected the quality and quantity of performance in line with assigned responsibilities. By ensuring employees understood their roles and contributions, managers could enhance the achievement of goals. Optimal performance was realized when employees were assigned suitable roles under favorable circumstances. To achieve this result, businesses had to delineate work duties and prerequisites before selecting the ideal candidate (Üngüren, 2019). The study conducted by Michel et al. (2006) emphasized that well-defined roles and responsibilities mitigated role uncertainty for frontline employees.

From the seven work stress questionnaire items, it is known that respondents tend to give answers that describe a tendency towards pressure that leads to stress in the work area, where it can be seen that the lowest score is more towards the questionnaire items, namely respondents tend to be stressed when working with an unclear job desk and the questionnaire items are Respondents tend to feel inadequate work space due to feeling pressure which leads to work stress.

By identifying and overcoming sources of stress in the workplace, including: unclear job descriptions, lack of management support, workload monitoring, stress management, organizations can create a healthier, more productive and more satisfying environment for employees.

Addressing the aspects of role stress was crucial with careful consideration. The initial step included evaluating and identifying the factors that contributed to these factors. According to the study conducted by Karatepe & Karatepe (2009), close supervision played a pivotal role in mitigating the impact of role conflict and ambiguity on work satisfaction. Similarly, the study by Kaya, as discussed in the work of Üngüren & Arslan (2021), underscored the significance of supervisors in fostering positive relationships and harmony between managers and employees. This led to an enhancement in work satisfaction and productivity. Furthermore, managerial responsibility extended to ensuring that employees were not burdened by an excessive workload or conflicting directives from multiple sources. By eradicating sources of role stress and discontent within the workplace, as suggested by Kumar et al. (2014), employees productivity and morale could be effectively maintained.

From the five employee performance questionnaire items, it is known that respondents tend to give answers that reflect a hard effort to meet the targeted performance achievement targets, where it can be seen that the lowest score is more towards the questionnaire items, namely respondents are targeted to achieve good performance in terms of quantity and questionnaire items, namely Respondents were directed to achieve a high sense of responsibility for their work results.

By overcoming these problems, including: unrealistic targets, lack of support or resources, unclear expectations, unbalanced workload management, lack of training and development, organizations can create a work environment that supports and ensures that performance targets can be achieved by realistic and productive.

This enabled employees to contribute substantially to the success of company, as highlighted by Cho et al. (2014). In order to effectively mitigate role conflict and ambiguity, the implementation of a comprehensive management control and reporting system (MCRS) across all levels of company was imperative. An efficiently functioning MCRS served to clarify the responsibilities of each employee, fostering an environment conducive to learning, development, and positive motivation. Furthermore, it was beneficial to design an approach such as the Daily Management System to the specific organizational context. This suggestion aligned with the recommendation of Wahjoedi (2023), and could assist in achieving more optimal results. When the leadership actively supported a well-executed process, the achievement of optimal performance became a tangible goal.

#### **4. Conclusions**

In conclusion, the results showed the significant impact of role conflict and ambiguity on employees performance. As these factors increased, employees performance experienced a noticeable decline. In addition, both role conflict and ambiguity substantially and positively influenced work stress. This situation had a considerable adverse effect on employees performance, highlighting that an escalation in work stress corresponded to a reduction in achievement levels. Ultimately, work stress acted as a negative mediating element in the connection between role conflict, role ambiguity, and employees performance. This implied that as role conflict and role ambiguity elevated, work stress also rose, leading to a decrease in employees effectiveness.

Based on its robust validation of the relationship between role conflict, role ambiguity, work stress, and employees performance, this study significantly contributed to the advancement of theories related to the psychosocial aspects of performance. This investigation was confined to a single industry, which limited the validity of the hypothesis across various companies. However, it should be noted that the findings reasonably captured the management practices of typical local companies. The examination of the link between these factors exclusively relied on respondents from a single company. As a result, businesses could leverage these results to enhance performance by considering the impact of psychosocial factors.

Based on the fact that the results indicated the existence of other dominant influences on work stress, future studies should encompass a broader range of observational variables, such as employees from diverse industries. A mixed methods methodology could be employed to establish relationships between variables, yielding more substantial statistical effects. Furthermore, this study could serve as a reference, specifically with the inclusion of the work stress variable as a mediator in the relationship between these factors. This addition would contribute to a more comprehensive exploration of these relationships, warranting a deeper understanding for the optimization of employees' performance.

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