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Work Motivation: Intervening Variables from Multiple Role Conflicts and Job Stress to Women's Employee Performance: Case Study at Elizabeth Hospital Situbondo

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Abstract:

Background: The hospital is an organization engaged in health services. One of its efforts is to support service referrals from First Level Health Facilities (FKTP) such as puskesmas, clinics, or independent practice doctors. For this reason, as a referral center for health services, hospital services must always maintain the quality of their services to provide quality services and ensure patient safety in hospitals. Married female employees tend to experience fatigue both physically and psychologically due to additional roles that require a woman to be able to take care of her family after returning from office activities. The factors that influence stress are: work overload, responsibility for others, career development, lack of group cohesion, inadequate group support, organizational structure and climate, task characteristics and leadership influence

Materials and Methods: The type of research used in this research is explanatory research, namely research that explains the broad relationship of things that influence or cause and effect relationships between independent variables and dependent variables through hypothesis testing. The location used in this study is Elizabeth Hospital, which is located on Jalan WR Supratman no 2 Situbondo. The number of samples in the study has been taken using the total sampling method. The researcher uses a sampling technique where the number of samples is the same as the total population, namely 74 people. The data analysis method used in this study is PLS (Partial Least Square) using the Smart PLS application program. PLS is not based on many assumptions or conditions, such as normality and multi-collinearity tests. Therefore, this method has its own advantages, among others. For example, it can be used to overcome the problem of the relationship between complex variables, but the data sample size is small. Smart PLS 3.0 software was used for data analysis and structural equation modeling.

Results: Multiple role conflicts have an effect but not significantly on the performance of female employees at Elizabeth Situbondo Hospital. Work stress has an effect but is not significant on the decrease in the performance of female employees at Elizabeth Hospital. Motivation significantly affects the performance of female employees at Elizabeth Hospital. Multiple role conflict significantly affects performance through work motivation as an intervening variable. Work stress significantly affects performance through work motivation as an intervening variable.

Conclusion: All independent variables affect the dependent variable but are not significant. At the same time, motivation can be an intervening variable on the effect of the independent variable on the dependent variable.

Keywords: *Multiple role conflict, work stress, work motivation, employee performance*

1. Introduction

The hospital is an organization engaged in health services. One of its efforts is to support service referrals from First Level Health Facilities (FKTP) such as puskesmas, clinics, or independent practice doctors. For this reason, as a referral center for health services, hospital services must always maintain the quality of their services to provide quality services and ensure patient safety in hospitals. Health workers generally dominate the workforce in the hospital, and generally, the workforce in the hospital is mostly female workers. Be it as doctors, nurses, pharmacists, nutritionists, medical analysts, radiographers, and other non-health workers in the hospital. Hospitals are currently required to provide quality services, resulting in a high workload for female employees. Therefore, they experience physical and psychological fatigue. In addition, married female workers must be professional in separating personal matters at home from problems at work.

Orensyein reveals that the dual role conflict experienced by working women can cause obstacles in work. It is difficult to choose success in the fields of work, family, and interpersonal relationships. Their inability to resolve the dual role conflict can cause them to display negative work attitudes, for example, less motivated at work or lack of concentration due to family matters, which will affect personal performance, organization, or company as a whole [1]. In addition, married female employees tend to experience fatigue both physically and psychologically due to additional roles that require a woman to be able to take care of her family after returning from office activities. This causes the burden of a woman's mind to be divided into family and work matters which can potentially cause stress to a female employee. The factors that influence stress are:

- Work overload,
- Responsibility for others,
- Career development,
- Lack of group cohesion,
- Inadequate group support,
- Organizational structure and climate,
- Task characteristics, and
- Leadership influence [2].

According to Gibson et al. [3], job stress is an adaptive response connected by the characteristics and/or individual psychological processes which are a consequence of any external action, situation, or event that places special psychological and or physical demands on a person.

The results of research conducted by Cinnamon and Rich show that working mothers are more likely to experience conflicts and problems and emphasize the importance of family problems overwork when the family is the most important domain for most women. Meanwhile, research conducted by Almasitoh [4] shows a significant relationship between dual role conflict and social support with work stress on nurses in private hospitals in Jogjakarta. The higher the dual role conflict and the lower the social support, the higher the work stress experienced by nurses. Then what was done by Arfienna et al. showed that work stress mediates the effect of dual role conflict on the performance of the employees of the Kulon Progo Regency financial and asset management revenue department. According to the results of the study, women want to keep working. It is because work provides many meanings for them, such as:

- Financial support,
- Developing knowledge and insight,
- Enabling the actualization of abilities,
- Providing self-esteem and independence (even though the husband's income is sufficient)
- Allowing the subject to actualize other personal aspirations,
- Giving a sense of "meaning" as a person

However, involvement in these roles can provide psychosocial benefits.

2. Material and Methods

2.1. Theoretical Basis

2.1.1. Women's Dual Role

The role is the part that the individual plays in every situation, and the way of his behavior aligns himself with the situation. Working women face complex situations that place them between the interests of their families and the need to work. Nowadays, more and more couples are deciding to work together. A woman's motivation to choose to work outside the home is not just to help meet the needs of a living or the economic aspect. She can also develop multiple aspects of her personality through her work and career by applying the skills and knowledge she has gained from formal and informal education. Robbins [5] defines conflict as a process that begins when one party perceives that another party has negatively affected, or will negatively affect, something of concern and interest to the first party.

2.1.2. Work Stress

According to Irham Fahmi's [6] *Organizational Behavior Theory, Applications and Cases* (Bandung: Alfabeta p.256), stress is a condition that emphasizes a person's self and soul beyond the limits of his ability, so that "if it continues to be left without a solution, this will have an impact on his health." Stress does not just arise, but the causes of stress that arise are generally followed by event factors that affect a person's psyche. The event occurs beyond his ability, and the condition has stressed his soul. Islam introduces stress in this life as a trial. The coming of trials to us is what will be felt as stress (pressure) within, also known as a burden. There are many examples in our daily life of these forms of trials, such as death, illness, conflict, and loss. Not only do bad conditions become trials, but wealth, children, intelligence, and position are also trials for humans. According to Riggio [8], work stress is a physiological and/or psychological reaction to an event that the individual perceives as a threat. Evan and Johnson [9] state that work stress is a factor that determines the ups and downs of employee performance.

2.1.3. Employee Performance

Performance is the result of the work or the process of achieving the objectives of the activity. Kusnadi [9] says that performance is a movement or action carried out consciously and directed to achieve a specific goal or target.

According to Sinambela [10], performance is the result of work that a person or group of people can achieve in an organization in accordance with their respective authorities and responsibilities to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance or work performance is a person's success in carrying out work. The extent to which a person or organization completes their work is called the "level of performance".

2.1.4. Work Motivation

Robbin [11] suggests that motivation is the desire to do as a willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need. Antoni [12] suggests that encouraging one form of motivation is essential to increase employee morale to achieve the results desired by management. According to Malthis [13], motivation is a desire in a person that causes the person to act. Usually, people act for a reason to achieve goals. Understanding motivation is crucial because performance, compensation reactions, and other human resource issues influence motivation. Mangkunegara [14] suggests two techniques to motivate employees' work:

- Techniques for meeting employee needs, meaning that fulfilling employee needs is the fundamental underlying work behavior.
- Persuasive communication is one of the techniques to motivate employees' work by influencing employees logically.

3. Research Methodology

The type of research used in this research is explanatory research, namely research that explains the broad relationship of things that influence or cause and effect relationships between independent variables and dependent variables through hypothesis testing. The location used in this study is Elizabeth Hospital, which is located on Jalan WR Supratman no 2 Situbondo. The number of samples in the study was taken by using the total sampling method. The researcher uses a sampling technique where the number of samples is the same as the total population, namely 74 people. The data analysis method used in this study is PLS (Partial Least Square) using the Smart PLS application program. PLS is not based on many assumptions or conditions, such as normality and multi-collinearity tests. This method has its own advantages, among others, it can be used to overcome the problem of the relationship between complex variables, but the data sample size is small. Smart PLS 3.0 software was used for Data analysis and structural equation modeling [15].

4. Result

4.1. Measurement Model Testing (Outer Model)

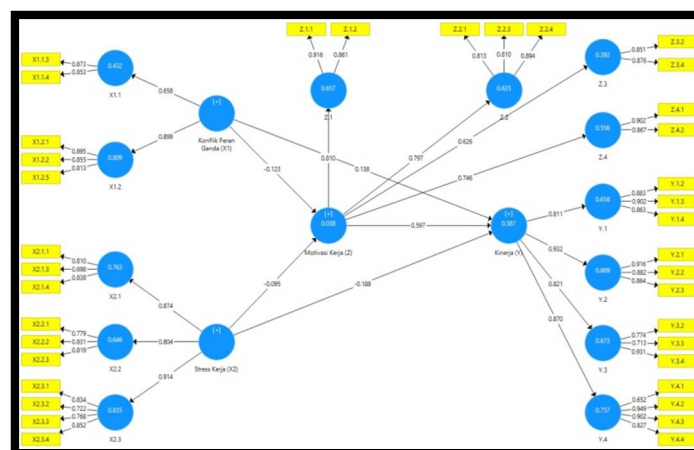


Figure 1: Outer Models

Evaluation of the results of the analysis of the measurement model (outer model) is to test convergent validity, discriminant validity, and Reliability. They are described as follows:

4.1.1. Convergent Validity Test

Convergent validity aims to determine the validity of each relationship between the indicator and its latent construct or variable. In this study, a loading factor limit of 0.60 will be used. The results of processing using SmartPLS can be seen in Figure 1. The value of the outer model or the correlation between the construct and the variables did not initially meet convergent validity because there were still many indicators with a loading factor value below 0.60.

	X1.1	X1.2	X2.1	X2.2	X2.3	Y.1	Y.2	Y.3	Y.4	Z.1	Z.2	Z.3	Z.4
X1.1.3	0.873	0.251	0.257	0.118	0.098	-0.108	-0.028	-0.044	-0.008	0.028	-0.025	0.001	-0.008
X1.1.4	0.853	0.200	0.207	0.274	0.161	-0.213	-0.254	-0.243	-0.187	-0.185	-0.242	-0.023	-0.224
X1.2.1	0.339	0.895	0.589	0.359	0.486	0.057	-0.024	-0.106	0.002	-0.140	-0.126	-0.129	-0.107
X1.2.2	0.202	0.855	0.622	0.413	0.512	0.136	0.087	-0.004	0.104	-0.036	-0.033	-0.197	-0.074
X1.2.5	0.109	0.813	0.584	0.415	0.434	-0.113	-0.040	-0.156	-0.081	-0.132	-0.139	0.016	-0.041
X2.1.1	0.089	0.493	0.810	0.373	0.606	-0.025	-0.054	-0.077	0.022	-0.088	-0.074	0.017	0.188
X2.1.3	0.279	0.423	0.698	0.461	0.467	-0.213	-0.173	-0.292	-0.218	-0.243	-0.153	0.002	-0.080
X2.1.4	0.269	0.704	0.838	0.502	0.615	-0.061	-0.121	-0.083	-0.056	-0.102	-0.134	-0.077	-0.026
X2.2.1	0.139	0.469	0.606	0.779	0.584	-0.200	-0.367	-0.308	-0.246	-0.212	-0.347	-0.105	-0.126
X2.2.2	0.225	0.280	0.373	0.831	0.468	-0.044	-0.160	-0.089	-0.093	-0.101	-0.167	0.114	-0.127
X2.2.3	0.186	0.340	0.354	0.819	0.310	-0.025	-0.132	-0.013	-0.212	-0.013	-0.090	0.123	-0.076
X2.3.1	0.131	0.475	0.704	0.485	0.834	-0.080	-0.056	-0.072	-0.002	-0.154	-0.076	0.036	0.051
X2.3.2	0.065	0.348	0.483	0.544	0.722	-0.010	-0.300	-0.281	-0.214	-0.225	-0.257	0.131	0.062
X2.3.3	0.118	0.430	0.524	0.380	0.768	0.003	-0.093	-0.050	0.072	-0.126	-0.103	-0.083	0.125
X2.3.4	0.155	0.517	0.568	0.436	0.852	-0.003	-0.192	-0.228	-0.073	-0.264	-0.084	-0.025	0.010
Y.1.2	-0.123	0.030	-0.068	-0.035	-0.003	0.883	0.500	0.454	0.386	0.474	0.287	0.092	0.196
Y.1.3	-0.221	-0.003	-0.141	-0.132	-0.114	0.902	0.613	0.568	0.462	0.487	0.301	-0.054	0.208
Y.1.4	-0.139	0.071	-0.106	-0.146	0.035	0.863	0.706	0.585	0.542	0.474	0.340	0.108	0.292
Y.2.1	-0.145	0.045	-0.106	-0.171	-0.193	0.688	0.916	0.643	0.610	0.544	0.365	0.167	0.234
Y.2.2	-0.069	0.053	-0.082	-0.324	-0.106	0.602	0.882	0.597	0.719	0.520	0.221	0.107	0.299
Y.2.3	-0.208	-0.074	-0.200	-0.273	-0.227	0.560	0.864	0.608	0.772	0.633	0.412	0.367	0.396
Y.3.2	-0.119	-0.034	-0.129	-0.111	-0.093	0.570	0.454	0.774	0.355	0.506	0.491	-0.116	0.316
Y.3.3	-0.073	-0.016	-0.117	-0.036	-0.120	0.291	0.494	0.713	0.368	0.561	0.287	0.212	0.230
Y.3.4	-0.183	-0.164	-0.188	-0.265	-0.239	0.594	0.708	0.931	0.656	0.760	0.450	0.079	0.386
Y.4.1	-0.010	-0.029	-0.029	-0.253	-0.073	0.290	0.399	0.318	0.652	0.424	0.596	0.216	0.199
Y.4.2	-0.131	-0.049	-0.133	-0.213	-0.133	0.464	0.720	0.551	0.949	0.570	0.262	0.137	0.239
Y.4.3	-0.082	0.070	-0.012	-0.223	0.008	0.488	0.749	0.546	0.902	0.544	0.280	0.145	0.297
Y.4.4	-0.119	0.037	-0.148	-0.114	-0.036	0.510	0.720	0.526	0.827	0.443	0.206	0.038	0.088
Z.1.1	-0.066	-0.149	-0.212	-0.240	-0.270	0.536	0.700	0.794	0.577	0.916	0.573	0.301	0.505
Z.1.2	-0.091	-0.054	-0.092	0.004	-0.147	0.417	0.403	0.535	0.464	0.861	0.371	0.294	0.320
Z.2.1	-0.097	-0.154	-0.080	-0.279	-0.018	0.372	0.312	0.320	0.359	0.438	0.813	0.223	0.413
Z.2.3	-0.078	0.008	-0.063	-0.062	-0.087	0.135	0.100	0.269	0.058	0.308	0.810	0.245	0.199
Z.2.4	-0.191	-0.126	-0.221	-0.298	-0.277	0.351	0.482	0.645	0.448	0.586	0.894	0.277	0.314
Z.3.2	-0.008	-0.027	-0.033	0.176	0.080	0.171	0.298	0.161	0.188	0.318	0.204	0.851	0.376
Z.3.4	-0.012	-0.184	-0.016	-0.098	-0.041	-0.067	0.126	-0.038	0.074	0.261	0.304	0.876	0.450
Z.4.1	-0.046	-0.033	0.117	-0.111	0.140	0.237	0.301	0.363	0.279	0.440	0.389	0.464	0.902
Z.4.2	-0.195	-0.131	-0.063	-0.137	-0.018	0.234	0.318	0.328	0.144	0.398	0.266	0.380	0.867

Table 1

Based on the data presented in the previous table, it can be seen that each indicator in the research variable has the largest cross-loading value on the variables it forms compared to the cross-loading values on other variables. Therefore, based on the results obtained, it can be stated that the indicators used in this study have good discriminant validity in compiling their respective variables. In addition to observing the value of cross loading, discriminant validity can also be known through other methods, namely by looking at the average variant extracted (AVE) value for each indicator. It is required that the value must be > 0.5 for a good model.

	Average Variance Extracted (AVE)
X1.1	0.745
X1.2	0.731
X2.1	0.615
X2.2	0.656
X2.3	0.633
Y.1	0.780
Y.2	0.788
Y.3	0.658
Y.4	0.706
Z.1	0.790
Z.2	0.705
Z.3	0.746
Z.4	0.783

Table 2

4.1.2. Composite Reliability Test

Composite Reliability measures the real reliability value of a variable. In contrast, Cronbach Alpha measures a variable's lowest (lower bound) Reliability so that the Composite Reliability value is > 0.6 and the Cronbach Alpha value is > 0.60 .

	Cronbach's Alpha	Composite Reliability	Keterangan
X1.1	0.658	0.854	Reliable
X1.2	0.816	0.891	Reliable
X2.1	0.684	0.826	Reliable
X2.2	0.742	0.851	Reliable
X2.3	0.805	0.873	Reliable
Y.1	0.859	0.914	Reliable
Y.2	0.865	0.918	Reliable
Y.3	0.735	0.851	Reliable
Y.4	0.856	0.904	Reliable
	Cronbach's Alpha	Composite Reliability	Keterangan
Z.1	0.738	0.883	Reliable
Z.2	0.791	0.877	Reliable
Z.3	0.659	0.854	Reliable
Z.4	0.723	0.878	Reliable

Table 3

Look at the Cronbach Alpha value of the indicator block that measures the construct. The construct is declared reliable if the Cronbach Alpha value is greater than 0.60. Thus, it can be concluded from table 3 that it is declared reliable because all variables are greater than 0.60. Furthermore, table 3 shows that the Composite Reliability value for all constructs is above 0.60. Thus, it can be concluded that all constructs have good Reliability.

4.2. Measurement Model Testing (Inner Model)

4.2.1. R-Square Value

The value of R-squared (R²) is used to assess how much influence certain independent latent variables have on the latent dependent variable.

R Square		
X1.1	0.432	39%
X1.2	0.809	4%
X2.1	0.763	43%
X2.2	0.646	81%
X2.3	0.835	76%
Y.1	0.658	65%
Y.2	0.869	83%
Y.3	0.673	66%
Y.4	0.757	87%
Z.1	0.657	67%
Z.2	0.635	76%
Z.3	0.392	66%
Z.4	0.556	64%

Table 4

The table above describes the magnitude of each indicator on certain independent latent variables that can affect the latent dependent variable. From the data above, it can be seen that the smallest R-Squared value by X1.2 is 4%. It means that the role of the X1.2 indicator is minimal in influencing the dependent variable, while the largest R-Squared value is at Y.4, which indicates that Y.4 can influence the variable dependent latent by 87%.

4.2.2. Bootstrapping Results

In PLS, each relationship is tested using a simulation using the Bootstrapping method on the sample. This test aims to minimize the problem of abnormal research data. The test results using the Bootstrapping method from the PLS analysis have been shown here. To assess the significance of the predictive model in structural model testing, it can be seen from the t-statistic value between the independent variables to the dependent variable in the table of direct influence (path coefficient) on the SmartPLS output as follows.

Hypothesis	Standard Deviation (STDEV)	T Statistics (O/STDEV)	T table	P Values	Description
(Direct Effect)					
Multiple Role Conflicts (X1) -> Performance (Y)	0.155	0.891	0,677	0.373	H1Accepted Not significant
Work Stress (X2) -> Performance (Y)	0.155	1.210	0,677	0.227	H1Accepted Not significant
Work Motivation (Z) -> Performance (Y)	0.117	5.108	0,677	0.000	H1Accepted Received
(Indirect Effect)					
Multiple Role Conflict (X1)--> Work Motivation (Z)--> Performance (Y)	0.208	3,0188	0,677	0.000	H1Accepted Received
Work Stress (X2)--> Work Motivation (Z)--> Performance (Y)	0.220	2,205	0,677	0.000	H1Accepted Received

Table 5

Based on the above, the following hypotheses were obtained:

- H1: Multiple role conflict (X1) has no significant effect on performance (Y). The result of T statistic value is $0.891 > 0.677$, while p-value is $0.373 > 0.005$. Based on the test results, H1 is accepted. So it can be concluded that dual role conflict has no significant effect on the performance of female employees of Elizabeth Hospital. It means that the lower the dual role conflict, the better the performance of female employees of Elizabeth Hospital.
- H2: Work stress (X2) has no significant effect on performance (Y). The result of T statistic value is $1210 > 0.677$, while P value is $0.227 > 0.005$. Based on the test results, H1 is accepted. So it can be concluded that work stress has no significant effect on the performance of female employees of Elizabeth Hospital. It means that the lower the work stress experienced by female employees, the performance of female employees at Elizabeth Hospital will increase.
- H3: Work motivation (Z) significantly affects performance (Y). The result of the T statistic is $5.108 > 0.677$, while the P values are $0.000 < 0.005$. Based on the test results, H1 is accepted. So it can be concluded that work motivation significantly affects the performance of Elizabeth Hospital's female employees. It means that the higher the work motivation, the higher the performance of female employees of Elizabeth Hospital.
- H4: Multiple Role Conflict (X1) has a significant effect on Performance (Y) through Work Motivation (Z) as an intervening variable. The result of the t-statistic is $3.0188 > 0.677$, while the P values are $0.000 < 0.005$. Based on the test results, H1 is accepted. So it can be concluded that motivation can act as a mediation on the effect of Multiple Role Conflicts on the performance of female employees of Elizabeth Hospital.
- H5: Work Stress (X2) has a significant effect on performance (Y) through Work Motivation (Z) as an intervening variable (Z). The result of the t-statistic is $2.205 > 0.677$, while the P value is $0.000 < 0.005$. Based on the test results, H1 is accepted. So it can be concluded that motivation can mediate the effect of work stress on the performance of female employees of Elizabeth Hospital.

5. Discussion

5.1. Multiple Role Conflicts Have a Significant Effect on the Performance of Female Employees of Elizabeth Hospital Situbondo

Multiple role conflicts often occur in working women. In addition, the results of the respondents showed that nurses and midwives who, in their work, had to spend more time in the hospital greatly influenced the study results. The results of the answers for each indicator show that many statements agree with the statements made by the researcher. This statement agrees because the questions given are considered in accordance with the respondent's wishes, such as the family-work conflict indicator in the sub-indicator, which discusses fatigue in taking care of work and shows that women as respondents agree with the statement. This can explain why respondents who feel tired after a long day at work and home are still required to take care of household chores. This also shows the same situation as the others.

5.2. Work Stress Has a Significant Effect on the Performance of Female Employees of Elizabeth Situbondo Hospital

The test results from the table of Multiple Role Conflict variables affect the Performance variable and show that the influence of multiple role conflict on performance has an effect but is not significant. Based on the results of hypothesis testing, it was concluded that dual role conflict had no significant effect on performance. However, the multiple role conflicts perceived by the respondents can affect the way they work and their work results. This is in line with the increase in dual conflicts, which are felt to reduce the performance of female employees at Elizabeth Hospital. Although the research results show that the decrease in performance caused by dual role conflict has an effect but is not significant, it must be a concern for hospital management to respond to this. The hypothesis of this study is in line with the research of Ismi Nur et al. [16], which shows that multiple role conflict has a significant effect on employee performance. This means that when female employees are faced with a condition where they have to choose between 2 roles, namely the role of housewives or roles as employees, they will tend to experience role conflicts. Although in this study, the results of the

hypothesis were that dual role conflict had an insignificant effect on the performance of female employees of Elizabeth Hospital. However, the existence of this dual role conflict could affect the performance of female employees.

5.3. Work Motivation Has a Significant Effect on the Performance of Female Employees of Elizabeth Hospital

The results of testing the work motivation variable are significant for the performance variable and show that the effect of work motivation on performance has a significant effect on performance.

Based on the results of hypothesis testing, it can be concluded that work motivation significantly affects performance. The respondents' work motivation can affect how they work and their work results. This is in line with the increase in work motivation which will impact the performance of female employees. This is in line with the work motivation of female employees at Elizabeth Hospital, which will have an impact on improving performance. This increase in work is due to the good relationships created that motivate the individual's desire to be even better. This hypothesis's results align with the research results of Nila Hotiana, Febriansyah [17], which show that motivation has a positive and significant effect on employee performance. This is also felt by female employees at Elizabeth Hospital, where the questionnaire answers state that their performance will increase if there is a harmonious relationship. The harmonious relationship in question is reciprocity between co-workers and superiors and causes motivation to be better in improving performance.

5.4. Multiple Role Conflicts Have a Significant Effect on the Performance of Female Employees of Elizabeth Hospital through Work Motivation as an Intervening Variable

The test results show that dual role conflict significantly affects the performance of Elizabeth Hospital female employees through work motivation as an intervening variable. This research is in line with previous research conducted by Ida Ayu and Agus Suprayetno [18], which shows that work motivation has a positive and significant effect on employee performance. This makes the function of motivation increase employee performance. This is because motivation as a mediating variable can affect performance. In addition, in this study, it was proven that motivational variables can affect performance and mediate the effect of multiple role conflict variables on performance. Therefore, it can be interpreted that motivation makes dual role conflict increasingly play a role in influencing the improvement of employee performance. The greater the motivation given, the smaller the chance of dual role conflict in female employees. It results in further improving the performance of female employees. The motivation given can be in the form of ensuring the condition of employees or the existence of harmonious conditions among employees to create a conducive and safe work environment for female employees. This resulted in less conflict due to the dual role of women in their performance in hospitals. In addition, this motivation also plays an essential role in improving performance by minimizing women's dual role conflict.

5.5. Work Stress Has a Significant Effect on the Performance of Female Employees of Elizabeth Hospital through Work Motivation as an Intervening Variable

The test results show that work stress significantly affects the performance of Elizabeth Hospital female employees through work motivation as an intervening variable. It can be interpreted that motivation makes work stress increasingly play a role in influencing the improvement of employee performance. The greater the motivation given, the smaller the opportunity for work stress so that it can further improve employee performance. The results of research conducted by Saina Nur [19] showed that work stress significantly affected employee performance. Research conducted by Ahmad Ahid [20] showed that motivation had a significant effect on employee performance, causing motivation to mediate the effect of work stress on performance. Therefore, the higher the motivation given will minimize the work stress felt by employees, which will be able to improve employee performance.

6. Conclusion

After going through the stages of testing and discussion that have been carried out in the previous chapter, the following conclusions can be drawn:

- Multiple role conflicts have an effect but not significantly on the performance of female employees at Elizabeth Situbondo Hospital. This shows that when a female employee is married, she will experience a dual role conflict which will create a dilemma for the female employee whether she should prioritize her family at the expense of her job or vice versa. Moreover, this has an impact on decreasing employee performance and, as a result, affects the quality of service at the hospital. However, good employee management will improve the quality of work, and the services provided can be maximized.
- Work stress has an effect but is not significant on the decrease in the performance of female employees at Elizabeth Hospital. This shows that the pressure they get at work, either from the excessive workload where they have to finish their work immediately or from the leadership that they feel is not supportive, will affect the quality of their performance. Therefore, leaders must understand their employees' condition and evaluate their abilities, whether they can complete the work assigned to them on time, and place employees according to their competencies and abilities. It is hoped that work stress can be managed properly.
- Motivation significantly affects the performance of female employees at Elizabeth Hospital. This shows that when employees get motivation and support in their work environment, both motivation from leaders and co-workers, it will have a direct impact on increasing their performance. In addition, motivation is also given to build the self-confidence to behave well, as shown in the attitude of the need for affiliation, which is shown by motivating each other among co-workers so that they can jointly improve performance.

- Multiple role conflict significantly affects performance through work motivation as an intervening variable. Although multiple role conflict has no significant effect on performance, through work motivation variables, it turns out that multiple role conflict has a significant effect on performance. This shows that this motivation can reduce the dual role conflict felt by employees so that performance can increase. So employees must get support and motivation from leaders and fellow employees so that the dual role conflicts they experience can be resolved and performance can be achieved optimally.
- Work stress significantly affects performance through work motivation as an intervening variable. Although work stress has a significant effect on performance, through motivation as an intervening variable, work stress has a significant effect on performance. This shows that the higher the motivation that employees get from both the leadership and co-workers, the lower the work stress of employees so that performance can be achieved optimally.

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