

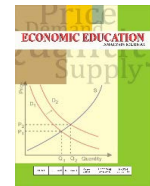


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## The Effect of Role Conflict, Role Ambiguity and Job Stress on Employee Performance

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*Role Ambiguity; Role Conflict;  
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### Abstract

This study aimed to determine the effect of role conflict, role ambiguity and job stress partially and simultaneously on performance. This research was a quantitative, and data used in this study were primary data with a questionnaire technique. The population in this research are all employees of Baperlitbang Banjarnegara regency, amounting to 51 people. The sampling technique in this research was saturated sampling technique. This study used data analysis in the form of multiple linear regression analysis with SPSS software. The results of this study indicated that role conflict partially had no effect on performance. Partial role ambiguity had a positive and significant effect on performance. Job stress had a negative and significant effect on performance. Meanwhile, role conflict, role ambiguity and job stress simultaneously had a positive effect on performance. Result the coefficient of determination in this study of 36.9% means that performance of Baperlitbang Banjarnegara employees was influenced by role conflict, role ambiguity and job stress and the rest was influenced by other variables outside the study.

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**INTRODUCTION**

The Republic of Indonesia adheres to the principle of decentralization, thus providing opportunities and flexibility for regional heads to carry out regional autonomy. As an integral part in the implementation of decentralization is the creation of good governance (Hermawan, 2017). Good governance is a real manifestation in the administration of good and right state government (Saragih G,2012). In realizing good governance, each region has its own method or strategy set out in the Regional Medium-Term Development Plan (RPJMD) based on the Regional Long-Term Development Plan (RPJPD).

In Banjarengara Regency, good governance mentioned in the Banjarnegara Regency is Medium-Term Development Plan document for 2017-2022 on the second mission, namely "Realizing the Quality of Governance Based on the Concept of Good Governance". In the mission there are 2 objectives, 3 goals and 5 strategies. The implementation of this mission is supported by 5 priority programs for regional heads and 44 development programs.

In order to realize good governance, of course, it must be balanced with quality human resources. Within the organization, HR is the key that determines the development and success of the organization (Susan, 2019). Human resources have an important role in improving organizational performance.

Performance is the result of work produced by employees who are displayed according to their role in the organization (Arianty, 2014). While organizational performance is the result of work to achieve goals in the form of achievibf the vision and mission in the organization. An organization that can achieve goals based on predetermined goals is also called organizational performance (Nahrisah and Imelda, 2019). Organizational performance is closely related to employee performance, because increasing employee performance will ultimately improve organizational performance. Performance appraisals, especially in go-

vernment, can be seen through the Employee Performance Target (SKP) document and the Government Agency Performance Accountability System (SAKIP) document.

In the SAKIP document there is a Government Agency Performance Report (LK-jIP) which includes a report on the realization of budget absorption. The report on the realization of budget absorption is one of the indicators in evaluating the performance of an employee. The realization of budget absorption at the Research and Development Planning Agency (Baperlitbang) of Banjarnegara Regency contained in Table 1.

**Table 1.** Report on the Realization of Budget Absorption at Baperlitbang Banjarnegara Regency 2015 – 2019

Month	Realization	Target
January	0.00 %	4.59%
February	1.00%	18.48%
March	5.44%	36.81%
April	11.76%	44.99 %
May	17.07%	50.19%
June	21.25%	59.62%
July	25.97%	69.37%
August	33.23%	74.81%
September	39.05%	76.83%
October	49.12%	85.97%
November	62.43%	94.84%
December	88.50%	99.20%

Source: Secondary data processed, 2021

Based on Table 1, the data show that the absorption of the budget in Baperlitbang Banjarnegara Regency is always below the target in each month. In addition, the largest budget absorption occurred in the final quarter. Where the absorption of the budget in the first quarter was 5.44%, the second quarter was 15.81%, the third quarter was 17.80%, and the fourth quarter was 49.45%. A budget that is not optimally absorbed indicates that the per-

formance of Baperlitbang Banjarnegara employees is less than optimal.

Several employees of Baperlitbang Banjarnegara Regency stated that the less than optimal performance was influenced by various things. Factors that influence include the existence of more than one role that is carried out by each employee. Roles with duties and responsibilities must be fulfilled.

The process of socialization is a constant interaction between individuals and others. It is in this process that an individual must take the necessary role (Palomino and Frezatti, 2016). According to the Indonesian Language Dictionary (KBBI), the role is a set of behaviors that are expected to be possessed by people who are domiciled in society. In Fichter's (2011) research, the most highlighted tensions in organizations are role conflict and role ambiguity. The existence of personal and interpersonal factors can influence individuals in fulfilling their responsibilities (Palomino and Frezatti, 2016).

Role ambiguity arises when employees do not have information or knowledge that is clear enough to carry out a job or task (Nur, Hidayati and Maria, 2016). It is also mentioned by Harahap (2020) that role ambiguity occurs when employees do not have clear information, direction and goals regarding roles or tasks that must be carried out.

According to Yasa (2017) and Nur, Hidayati and Maria (2016) role ambiguity negatively affected performance. The perceived role ambiguity of employees hinders opportunities to improve performance; because role ambiguity has the potential to encourage delays in taking action, work becomes less efficient and undirected which can affect the performance of employees themselves. Other stated that role ambiguity had a significant positive effect on employee performance (Harahap, 2020).

Conflict can be seen as a mismatch of roles performed with job demands that should be based on certain rules or standards adopted and believed by the employee (Rosally and Jogi, 2015). Role conflict can also occur when employees receive more than one conflicting

order at a time. With this, it will cause a decrease in performance because the concentration is divided in completing work. From this description, it can be concluded that role conflict has a negative and significant effect on performance (Nur, Hidayati and Maria, 2016). However, there are also those who argued that role conflict had a positive and significant effect on performance (Harahap, 2020).

When the perceived role conflict of employees is high enough, it will cause anxiety, indicating that employees have a high enough stress level (Nuramar, Haerani and Mardiana, 2014). Job stress has the potential to encourage or hinder the implementation of work depending on the size of the stress level. When there is no stress in a job then there is no challenge when doing a job so that performance tends to be low. In line with this, when the stress level at work increases, the performance will also increase, because job stress can help employees to mobilize their resources in completing a job (Bimantoro and Noor, 2012). Based on this background, this research focusses on "The effect of role conflict, role ambiguity and job stress on employee performance.

This study aimed to (1) determine partially the effect of conflict on performance, (2) partially determine the effect of role ambiguity on performance, (3) determine the effect of role conflict on performance, (4) determine simultaneously the effect of role conflict, role ambiguity and work stress on employee performance.

## METHODS

This research was conducted at the Research and Development Planning Agency (Baperlitbang) Banjarnegara Regency, which is located at Jalan Dipayuda No. 30 A Banjarnegara. The population in this study were all employees at Baperlitbang Banjarnegara Regency with a total of 51 people. So the technique to take samples used saturated sampling technique. This study used a quantitative approach, designed by using a correlational design with a survey method.

**Table 2.** Operational Definition of Research

Variable	Definition	Indicator
Performance	Performance is the level of success in carrying out duties and responsibilities in accordance with the provisions that have been set.	- Level of success - Implementation of Duties and Responsibilities - Conditions That Have Been set Source: Muis, Jufrizen and Fahmi, 2018
Role Conflict	Role conflict is role confusion experienced by an employee, where the confusion comes from the existence of two or more jobs that must be carried out at one time without ruling out other jobs.	- Role Management Confusion - Presence of 2 or More Work Directions - Putting Work aside Source: Yasa (2017)
Role Ambiguity	Role ambiguity is confusion in work caused by lack of information and knowledge	- Work Confusion - Lack of Information and Knowledge Source: Yasa (2017)
Job Stress	Job stress is mental tension caused by a large number of workloads supported by an unfavorable environment.	- Mind Tension - Workload Less Conducive Environment Source: Rohmawati (2016)

Source: Primary data processed, 2021

Performance is dependent variable, and role conflict, role ambiguity and job stress are independent variables in this study. The instrument used in this study used a Likert scale of 1 to 5. The test instrument used was a validity test and a reliability test.

Based on Table 4, the results of the tests carried out showed that the performance variables in questions 1 to 8 had a significance value < 0.05, the role conflict variables for questions 1 to 6 had a significance value < 0.05, the role ambiguity variable in question items 1 to 5 had a significance value <0.05 and the job stress variable questions 1 to 7 had a significance value <0.05, meaning that each question item in each variable in this study was valid, so that the questions in the research variables can be used in this study.

From Table 3, the value of cronbach alpha on the performance variable was 0.777, the value of cronbach alpha on the role conflict variable was 0.613, the value of cronbach alpha on the role ambiguity variable was 0.636, and the cronbach alpha value on the job

**Table 3.** The Result of Reliability Test

Variable	Cronbach's Alpha	Adjacency
Performance	0.777	Reliable
Role Conflict	0.613	Reliable
Role Ambiguity	0.636	Reliable
Job Stress	0.802	Reliable

Source: Primary data processed, 2021

stress variable was 0.802. From these data, it can be concluded that the questions in the research variables were reliable (reliable).

Furthermore, the classical assumption test was in the form of normality test, heteroscedasticity test and multicollinearity test. The analytical tools used were (1) multiple linear regression analysis, which aims to determine the effect of role conflict, role ambiguity and job stress on performance. (2) t-test, which aims to test the level of significance between the independent variables on the dependent

**Table 4.** Validity Test Results

Question Items	Sig.	Information
<b>Performance (Y)</b>		
Y-1	0.000	Valid
Y-2	0.006	Valid
Y-3	0.000	Valid
Y-4	0.000	Valid
Y-5	0.000	Valid
Y-6	0.033	Valid
Y-7	0.000	Valid
Y-8	0.000	Valid
Y-1	0.000	Valid
<b>Conflict Role (X1)</b>		
X1-1	0.001	Valid
X1-2	0.002	Valid
X1-3	0.000	Valid
X1-4	0.001	Valid
X1-5	0.000	Valid
X1-6	0.000	Valid
<b>Ambiguity Role (X2)</b>		
X2-1	0.001	Valid
X2-2	0.000	Valid
X2-3	0.000	Valid
X2-4	0.000	Valid
X2-5	0.001	Valid
<b>Stress Work (X3)</b>		
X3-1	0.000	Valid
X3-2	0.000	Valid
X3-3	0.000	Valid
X3-4	0.000	Valid
X3-5	0.000	Valid
X3-6	0.000	Valid
X3-7	0.000	Valid

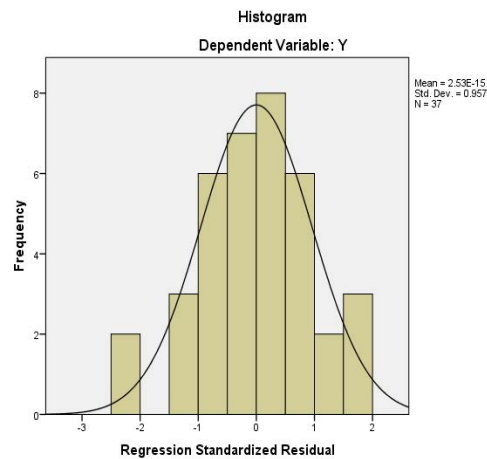
Source: Primary data processed, 2021

variable. (3) The F-test was conducted to determine the effect of the independent variable on the dependent variable simultaneously. (4) The calculation of the coefficient of determination is carried out to determine the magnitude of the influence of all independent variables on employee performance.

**RESULTS AND DISCUSSION**

The Research and Development Planning Agency (Baperlitbang) of Banjarnegara Regency is located at Jalan Dipayuda No. 30A Banjarnegara. Baperlitbang has the task of assisting the Regent. Baperlitbang duties include carrying out the functions of supporting government affairs in the fields of planning, research and development which are the authority of the regions.

Normality test



**Figure 1.** Histogram Graph and P Plot Graph

Source: Primary data processed, 2021

Figure 1 showed that The results normality test showed that the histogram graph was shaped like a bell and the P plot graph showed the distribution of points that were close to the diagonal line. This proved that the data in this study were normally distributed.

Table 5 showed that the significance value of the role conflict variable was 0.555, the significance value of the role ambiguity variable was 0.294 and the significance value of the job stress variable was 0.273. All data showed that the significance value was greater

than 0.05. Thus, it can be concluded that heteroscedasticity did not occur to all independent variables in this study.

**Table 5.** Heteroscedasticity Test Results

Variable	Sig.
Role Conflict	0.555
Role Ambiguity	0.294
Job Stress	0.273

Source: Processed primary data, 2021

Table 6 showed that the variable of role conflict had a tolerance value of 0.606 and a VIF value of 1.650, variable of role ambiguity had a tolerance value of 0.726 and a VIF value of 1.378, variable of job stress had a tolerance value of 0.805 and a VIF value of 1.243. All data for each variable showed that the tolerance value was more than 0.10 and the VIF value showed less than 10. So, multicollinearity did not occur in the regression model in this study.

From Table 7, the following multiple li-

**Table 6.** Multicollinearity Test Results

Variable	Tolerance	VIF	Description
Role Conflict	0.606	1,650	Multicollinearity does not occur
Role Ambiguity	0.726	1.378	Multicollinearity does not occur
Job Stress	0.805	1,243	Multicollinearity does not occur

Dependent Variable: Performance

Source: Primary data processed, 2021

**Table 7.** Multiple Linear Regression Test Results

Model	Coefficients <sup>a</sup>				t	Sig.
	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta			
1 (Constant)	33,934	2,441			13,902	0.000
Conflict_Role	-0.050	0.140	-0.063		-0.355	0.725
Ambiguity_Role	0.330	0.116	0.463		2.852	0.007
Stress_Work	-0.299	0.095	-0.486		-3,150	0.003

a. Dependent Variable: Performance

Source: Primary data processed, 2021

near regression equation is obtained:

$$Y = 33.934 - 0.050 \text{ Role Conflict} + 0.330 \text{ Role Ambiguity} - 0.299 \text{ Job Stress} + \text{Error.}$$

Thus, the constant value (a) was 33,934, meaning that if the perception of the role conflict variable (X1), role ambiguity (X2) and job stress (X3) was assumed to be zero (0), then the performance (Y) was 33.934. The first independent variable was role conflict. The regression coefficient value for the role conflict variable was -0.050 X1, meaning that every increase in role conflict by one score would reduce performance by 0.050 assuming other variables remain.

The second independent variable was role ambiguity. The regression coefficient value for the role ambiguity variable was 0.330, meaning that every increase in role ambiguity by one score would increase performance by 0.330 assuming other variables remain. The third independent variable was job stress. Job stress variable had a regression coefficient value of -0.299 it means that every increase in

**Table 8.** t-test Results

Variable	B	t Count	t Table	Sig
Role Conflict	-0.050	-0.355	-2.035	0.725
Role Ambiguity	0.330	2.852	2.035	0.007
Work Stress	-0.299	-3,150	-2.035	0.003

a. Dependent Variable: Performance

Source: Primary data processed, 2021

work stress by one score would reduce performance by 0.299 assuming other variables remain.

From Table 8 it can be seen that the role conflict variable (X1) t-count  $-0.355 < t\text{-table } -2.035$  and a significant value of  $0.725 > 0.05$ . The regression coefficient of the role conflict variable had a negative value of  $-0.050$ . Thus, partially the role conflict had no effect on performance, so it can be concluded that H1 was rejected. The role ambiguity variable (X2) had t-count  $2.852 > t\text{-table } 2.035$  and a significant value of  $0.007 < 0.05$ . The regression coefficient of the role ambiguity variable had a positive value of  $0.330$ . Thus, partially role ambiguity had a positive and significant effect on performance, so it can be concluded that H2 was accepted. Job stress variable (X3) had t-count  $-3.150 > t\text{-table } -2.035$  and a significant value of  $0.003 < 0.05$ . The regression coefficient of the role conflict variable had a negative value, namely  $-0.299$ . Thus, partially job stress had a negative and significant effect on performance, it can be concluded that H3 was accepted.

Table 9 shows that F-count  $6.430 > f\text{-table } 2.89$  with a significance value of  $0,001 < 0.05$ . So it can be concluded that H4 was

**Table 9.** F . Test Results

Variable	F Count	F Table	Sig
Regression	6,430	2.89	0,001b

a. Dependent Variable: Performance

b. Predictors: (Constant), X3,X2,X1

Source: Primary data processed, 2021

accepted. Thus, role conflict, role ambiguity and job stress simultaneously had a significant effect on performance, so it can be concluded that H4 was accepted.

**Table 10.** Coefficient of Determination

Model	R	R Square	Adjusted R Square
1	0.607a	0.369	0.312

a. Predictors: (Constant), Work\_Stress, Role\_Conflict, Role\_Ambiguity

Source: Primary data processed, 2021

Table 10 showed that the combined R correlation of the three independent variables was  $0.607$  while the coefficient of determination was  $0.369$  (36.9%), meaning that the percentage of the effect of the independent variable on performance was 36.9% while the remaining 63.1% was influenced by other variables not investigated in this study.

The Research and Development Planning Agency (Baperlitbang) of Banjarnegara Regency is located at Jalan Dipayuda No. 30A Banjarnegara. Baperlitbang has the task of assisting the Regent. Baperlitbang duties include carrying out the functions of supporting government affairs in the fields of planning, research and development which are the authority of the regions.

Baperlitbang Banjarnegara Regency has 51 employees consisting of 37 civil servants, 3 PTT and 11 THL. The organizational structure of the Banjarnegara Regency Baperlitbang consists of the Head of Baperlitbang, the Secretary who oversees the Head of the

General and Personnel Sub-Section, the Head of the Finance Sub-Section and the Head of the Planning, Evaluation and Reporting Sub-Section. The Head of the Economic Sector who supervises the Head of the Business Development and Tourism Section and the Head of the Agriculture and Food Section. Head of the Government and Social Welfare Division who supervises the Head of the Education and Health Section and the Head of the Government and Social Section. The Head of the Infrastructure Division who supervises the Head of the Regional Infrastructure Section and the Head of the Regional Development Section. Head of Research, Program Development and Planning who supervises the Head of Research and Development Section and Head of Program Planning Section as well as the Functional Position Group which consists of the main functional planner, the intermediate functional planner, the junior functional planner and the first functional planner.

#### **The Effect of Partial Role Conflict on Performance**

The results of research on the effect of role conflict partially on performance indicated that the hypothesis was rejected. Thus, it can be concluded that role conflict partially did not affect employee performance at Baperlitbang Banjarnegara Regency, meaning that role conflicts that occurred in employees did not affect employee performance at Baperlitbang Banjarnegara Regency. The results of this study are in line with the research of Hanna and Firnanti (2013) and Winidiantari and Widhiyani (2015) which stated that role conflict had no effect on performance.

Role conflict can be interpreted as an internal conflict that occurs within a person, and will occur when the individual faces uncertainty in the work he is expected to do, either because of more than one conflicting job request or carrying out work beyond his ability (Yasa, 2017). This study explained that the role conflicts faced by Baperlitbang employees in Banjarnegara Regency can be handled properly where employees of Baperlitbang

Banjarnegara Regency can divide their time in completing a job. In addition, the employees of Baperlitbang Banjarnegara Regency also knew which work priority should be prioritized, so that no work was left unattended.

#### **The Effect of Partial Role Ambiguity on Performance**

The results of research on the effect of partial role ambiguity on performance indicated that the hypothesis was accepted. So that this study has succeeded in proving that role ambiguity partially had a positive and significant effect on performance. Role ambiguity is the uncertainty of responsibility for the activities performed. Role ambiguity is the result of insufficient information or lack of knowledge to do a job (Palomino and Frezatti, 2016).

Role ambiguity relationship with performance. Role ambiguity hinders efforts to improve performance because of the potential for delays in taking action, work becomes less efficient and undirected, and encourages the emergence of frustration in a person so that it affects the individual's own performance (Safitri, 2015). Research carried out by Harahap (2020) and Natalia and Suharnomo (2015) proved that role ambiguity had a positive and significant effect on performance.

This situation showed that the role ambiguity experienced by employees of Baperlitbang Banjarnegara Regency had a good impact on performance. The higher the role ambiguity experienced by Baperlitbang Banjarnegara employees, the higher the performance of these employees. The role ambiguity felt by the employees of Baperlitbang Banjarnegara Regency was assumed to be able to arouse curiosity and enthusiasm to learn about new things in the work carried out so as to improve performance.

#### **Partial Effect of Job Stress on Performance**

The results of research on the effect of job stress partially on performance indicated that the hypothesis was accepted. So that in this study it has been successful in proving that job stress partially had a negative and signi-



ficant effect on employee performance at Baperlitbang Banjarnegara Regency. Job stress experienced by employees usually occurred because of the large number of jobs that must be completed, the lack of understanding of the work being carried out, and the work environment that is not conducive. This will cause stress which will have a negative impact on the physical, psychological and behavior of employees (Rohmawati, 2016). The results of this study are in line with research conducted by Wibowo and Rahardja (2015), Natalia and Suharnomo (2015) and Massie, Areros and Rumawas (2018) which proved that job stress had a negative and significant effect on performance.

This situation showed that job stress experienced by employees of Baperlitbang Banjarnegara Regency had an unfavorable impact on performance. Where the stress experienced affects productivity and comfort at work (Suryani, Sugianingrat and Laksemini, 2020). The higher the work stress experienced by Baperlitbang Banjarnegara employees, the lower the performance of these employees. Stress has a negative impact when employees have not been able to control their stress levels properly. Employees who work under pressure and an uncomfortable atmosphere will feel uncomfortable and eventually lead to stressful conditions. Peak stress will cause a decrease in performance.

### **The Effect of Simultaneous Role Conflict, Role Ambiguity and Job Stress on Performance**

The results of research on the effect of role conflict, role ambiguity and job stress simultaneously on performance indicated that the hypothesis was accepted. Employee performance is about how much individuals contribute to the organization in carrying out their overall duties and responsibilities (Muis, Jufrizen and Fahmi, 2018). Factors that affect the performance of an employee (Devita, 2017) are as follows; (1) Individual factors include physical and mental health, education and training, work experience, work environment,

needs and achievements; (2) organizational factors include job descriptions and positions, targets and infrastructure, work relations, occupational health and safety as well as salaries and wages; (3) Management factors include conceptual skills, skills related to other people and technical skills.

This study has succeeded in proving that role conflict, role ambiguity and job stress simultaneously affected employee performance at Baperlitbang Banjarnegara Regency. The results of this study are in line with the research conducted by Nur, Hidayati and Maria (2016) which proved that role conflict, role ambiguity and job stress simultaneously affected performance. This situation showed that when role conflict, role ambiguity and job stress occur together, it will have an impact on employee performance.

### **CONCLUSION**

From the results of the study, the conclusions are: (1) Role conflict had no effect on employee performance at Baperlitbang Banjarnegara Regency so that in practice, employee performance remained the same when role conflicts occurred. There was no influence between role conflict on performance because each employee understood the main duties and functions of each; (2) Role ambiguity had a positive and significant effect on employee performance at Baperlitbang Banjarnegara Regency. Role ambiguity can be handled well because of a high desire to learn. Thus it was expected for superiors and co-workers to participate in the learning process; (3) job stress had a negative and significant effect on employee performance at Baperlitbang Banjarnegara Regency. This situation can be minimized by evaluating the causes of job stress and providing motivation to employees who were experiencing job stress; (4) the results of the study stated that the percentage of simultaneous effect of role conflict, ambiguity, job stress on employee performance was 36.9%, of which 63.1% was influenced by other variables not examined in this study. Further researchers

can add new research variables such as work performance, social relations and organizational culture as variables that affect employee performance and improve research methods by using intervening analysis by adding motivational variables. (5) The results of the study stated that the percentage of simultaneous effect of role conflict, ambiguity, job stress on employee performance was 36.9%, of which 63.1% was influenced by other variables not examined in this study. Further researchers can add new research variables such as work performance, social relations and organizational culture as variables that affect employee performance and improve research methods by using intervening analysis by adding motivational variables. (6) The results of the study stated that the percentage of simultaneous effect of role conflict, ambiguity, job stress on employee performance was 36.9%, of which 63.1% was influenced by other variables not examined in this study. Further researchers can add new research variables such as work performance, social relations and organizational culture as variables that affect employee performance and improve research methods by using intervening analysis by adding motivational variables. social relations and organizational culture as variables that affect employee performance and improve research methods by using intervening analysis by adding motivational variables. social relations and organizational culture as variables that affect employee performance and improve research methods by using intervening analysis by adding motivational variables.

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