

THE INFLUENCE OF JOB STRESS, DUAL ROLES, AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT COMPANY X IN CENTRAL JAVA

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Abstract. This study aims to examine the effect of job stress, multiple roles, and work discipline on employee performance at Company X in Central Java. This research employs a quantitative approach using a survey method by distributing questionnaires to 334 married female employees with children. The sampling technique used was purposive sampling. Data were analyzed using multiple linear regression with the assistance of IBM SPSS 25 software. The results indicate that job stress and multiple roles have a negative and significant effect on employee performance, while work discipline has a positive and significant effect on employee performance. Simultaneously, job stress, multiple roles, and work discipline significantly influence employee performance. The coefficient of determination shows that these variables explain 50.3 percent of the variance in employee performance. Furthermore, work discipline is identified as the most dominant variable influencing employee performance compared to job stress and multiple roles. This study provides practical implications for human resource management, particularly in managing job stress and role conflict as well as strengthening work discipline to enhance employee performance.

Keywords: *Job Stress, Multiple Roles, Work Discipline, Employee Performance.*

I. INTRODUCTION

Employee performance is a crucial indicator in assessing an organization's success in achieving its stated goals. Performance reflects the work results achieved by employees in carrying out their duties and responsibilities in accordance with company-determined standards. Hasibuan (2019) states that employee performance is the work results achieved by an individual based on their skills, experience, and dedication to their work. Meanwhile, Mathis and Jackson (2006) explain that performance relates to the level of employee contribution to the organization, as reflected in the quality, quantity, and timeliness of work completion. Therefore, employee performance not only reflects individual abilities but also serves as a benchmark for the effectiveness of human resource management within the organization.

Employee performance is influenced by psychological conditions experienced in the work environment, one of which is job stress. Job stress is understood as a state of pressure that arises when job demands are out of balance with an individual's abilities, resources, or needs. This can impact an employee's physiological, psychological, and work behavior (Robbins and Judge, 2016). Similarly, Hasibuan (2019) explains that job stress is a state of tension that affects a person's emotions, thought processes, and performance while performing their work. In the context of performance, poorly managed work stress has the potential to reduce employees' ability to maintain focus, motivation, and the quality of their work. Several

previous studies have shown a relationship between work stress and employee performance, but the results are mixed. Research conducted by Libbaskara and Kurniawati (2022) and Handayani and Daulay (2021) found that work stress negatively impacts employee performance, with increased levels of work stress leading to decreased performance. Meanwhile, other studies conducted by Arta et al. (2022), Darmasari (2022), and Aruperes et al. (2022) showed different results, namely that work stress positively impacts employee performance because it can encourage increased alertness and work motivation under certain conditions. These differences in research results indicate that the effect of work stress on employee performance is still inconsistent and needs to be re-examined in different organizational contexts.

In addition to work stress, employee performance is also influenced by the dual roles individuals undertake in their daily lives. Dual roles describe a situation where a person must simultaneously perform more than one role, particularly the role of worker and family, which can potentially lead to inter-role conflict (Greenhaus & Beutell, 1985). In line with this opinion, Sugiarto (2012) defines dual roles as a woman's ability to balance the demands of professional work with their role at home as a mother or wife. This condition can affect an individual's concentration, emotions, and ability to perform their work optimally. Several previous studies have shown a relationship between dual roles and employee performance, but the results obtained still show differences. Research conducted by Pratiwi and Kholiq (2023) and Triatmanto and Wahyuni

(2023) found that dual roles negatively impact employee performance due to time conflicts and tension between work and family demands. Similar results were also shown by research by Jantianus et al. (2023), which stated that increasing dual role conflict can reduce employee work performance. However, other studies conducted by Supriyati and Qodri (2022) and Iskandar et al. (2023) showed different results, where dual roles actually had a positive effect on employee performance under certain conditions. These differing findings indicate that the influence of dual roles on employee performance remains inconsistent and needs to be reviewed in different organizational contexts.

In addition to work stress and dual roles, employee performance is also influenced by the work discipline implemented within the organization. Work discipline is understood as the attitude and behavior of employees in complying with regulations, work standards, and norms applicable within the company (Sinambela, 2016). Work discipline reflects the level of individual compliance with organizational provisions, which aims to create order and smooth work execution. In line with this, Saraswati and Indiani (2023) explain that work discipline is a form of employee awareness and willingness to comply with established work rules to support the achievement of optimal performance. Several previous studies have shown that work discipline has a close relationship with employee performance. Research conducted by Saraswati and Indiani (2023) and Utami and Elpanso (2022) found that work discipline has a positive and significant effect on employee performance, where compliance with work rules can improve the quality and quantity of work output. Similar results were also demonstrated by research by Rahmadany et al. (2022) and Dewi et al. (2023), which stated that work discipline is a crucial factor in driving improved employee performance. However, another study conducted by Fitri et al. (2022) showed different results, indicating that work discipline has a negative effect on employee performance. Furthermore, research by Muna and Isnowati (2022) found that work discipline has no significant effect on performance. These differences in findings indicate that the influence of work discipline on employee performance still shows varying results and requires further examination.

Based on this description, it can be concluded that work stress, dual roles, and work discipline are factors related to employee performance, but previous research results have shown mixed and inconsistent findings. The differences in these research results indicate the need to re-examine the influence of these three variables on employee performance in different organizational contexts. Therefore, this study was conducted at Company X in Central Java to analyze the influence of job stress, dual roles, and work discipline on employee performance. It is hoped that this study will provide an empirical contribution to the development of human resource management.

II. RESEARCH METHODS

This study used a quantitative approach with a survey method. A quantitative approach is a research method used to

examine the relationship between variables through numerical data that can be analyzed statistically (Sugiyono, 2018). This approach was chosen because it aligns with the research objective of determining the effect of work stress, dual roles, and work discipline on employee performance. The population in this study was all married female employees with children at Company X located in Central Java. The sampling technique used was purposive sampling, which is a sampling technique based on certain criteria that are in accordance with the research objectives (Sugiyono, 2018). The number of respondents used in this study was 334 people. Data collection was carried out through the distribution of questionnaires as a research instrument. The research instrument consisted of four variables: work stress, dual roles, work discipline, and employee performance. Each variable was measured using a number of statement items arranged based on variable indicators and has undergone validity and reliability tests, thus being declared suitable for use. The collected data were then analyzed using multiple linear regression analysis with the help of IBM SPSS software version 25 to determine the effect of independent variables on employee performance, both partially and simultaneously.

III. RESULT AND DISCUSSION

Below, the researchers outline the findings obtained after analyzing the existing data:

A. Respondent Overview

Below, the researchers present Table 1 regarding the general overview of the study respondents:

TABLE 1
RESPONDENT OVERVIEW

No.	Karakteristik	Responden yang mendominasi	Frekuensi	persentase
1	Usia	31 – 40 tahun	145	43,4
2	Pendidikan terakhir	SMA	209	62.6
3	Masa kerja	6 – 10 tahun	156	46,7
4	Status pernikahan	Menikah	270	80,8
5	Jumlah anak	1 anak	165	49,4
6	Sumber nafkah	Pencari nafkah tambahan	240	71,9

Based on Table 1, the characteristics of the respondents in this study indicate that the majority of respondents were in the 31–40 age range, totaling 145 people, or 43.4 percent. In terms of educational attainment, the majority of respondents were high school graduates (209 people, or 62.6 percent). Based on length of service, the majority of respondents were employees with 6–10 years of service (156 people, or 46.7 percent), indicating that most respondents had sufficient work experience. Furthermore, the majority of respondents were married (270 people, or 80.8 percent), with the largest number of children being one child (165 people, or 49.4 percent). In terms of livelihood, the majority of respondents served as additional breadwinners (240 people, or 71.9 percent). These characteristics indicate that the study respondents were

predominantly female employees of productive age, married, and juggling dual responsibilities between work and family.

B. Multiple Linear Regression Analysis

Multiple linear regression analysis was used to determine the effect of job stress, dual roles, and work discipline on employee performance. The results of the multiple linear regression analysis are shown in Table 2 below:

TABLE 2
MULTIPLE LINEAR REGRESSION RESULTS

Model	Unstandarized Coefficients		Standardized Coefficients Beta	T	Sig
	B	Std. Error			
(Constant)	3,274	0,145		22,614	0,000
Stress Kerja	-0,145	0,017	-0,341	-8,802	0,000
Peran Ganda	-0,069	0,030	-0,090	-2,312	0,021
Disiplin Kerja	0,306	0,019	0,629	16,250	0,000
a. Dependent Variable: Kinerja					

Based on the data processing results using IBM SPSS version 25 in Table 2 above, the following regression equation was obtained:

$$Y = 3.274 - 0.145X_1 - 0.069X_2 + 0.306X_3 + e$$

Based on this regression equation, the constant value of 3.274 indicates that if work stress, dual roles, and work discipline are zero, employee performance will have a value of 3.274. The regression coefficient of work stress (X_1) of -0.145 indicates that every one-unit increase in work stress will be followed by a decrease in employee performance of 0.145, assuming other variables are held constant. The regression coefficient of dual roles (X_2) of -0.069 indicates that every one-unit increase in dual roles will be followed by a decrease in employee performance of 0.069, assuming other variables are held constant. Meanwhile, the work discipline regression coefficient (X_3) of 0.306 indicates that every one-unit increase in work discipline will be followed by a 0.306 increase in employee performance, assuming other variables are held constant.

C. Coefficient of Determination (R^2 Test)

The results of the coefficient of determination (R Square) analysis were used to determine the extent to which the variables of work stress, dual role, and work discipline explain variations in employee performance. The following are the results of the coefficient test for the research variables:

TABLE 3
 R^2 DETERMINATION COEFFICIENT TEST RESULTS

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
1	0,712 ^a	0,507	0,503	3,544
a. Predictors: (Constant), Disiplin Kerja, Peran Ganda, Stres Kerja				

Based on the data processing results in Table 3, the R-square value was 0.503. This value indicates that 50.3 percent of the variation in employee performance can be explained by the variables of work stress, dual roles, and work discipline used in this research model. Meanwhile, the remaining 49.7

percent of the variation in employee performance is influenced by other factors outside the research model that were not examined in this study.

D. Simultaneous Test (F Test)

The simultaneous test (F test) was used to determine whether the variables of work stress, dual roles, and work discipline jointly influence employee performance. The following are the results of the F test for the research variables:

TABLE 4
F TEST RESULTS

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	29,641	3	9,880	113,279	0,000
Residual	28,783	330	0,087		
Total	58,425	333			
a. Dependent Variable: Kinerja					
b. Predictors: (Constant), Disiplin Kerja, Peran Ganda, Stress Kerja					

Based on the data processing results, as shown in the F-test table, the calculated F-value was 113.279 with a significance level of 0.000. This significance level is less than 0.05, thus concluding that work stress, dual roles, and work discipline simultaneously have a significant effect on employee performance. These results indicate that the three independent variables used in the research model collectively play a role in explaining changes in employee performance at Company X.

E. Partial Test (t-Test)

The partial test (t-test) was used to determine the effect of each independent variable on employee performance separately. The following are the t-test results for the research variables:

TABLE 5
T-TEST RESULTS

Model	Unstandarized Coefficients		Standardized Coefficients Beta	T	Sig
	B	Std. Error			
(Constant)	3,274	0,145		22,614	0,000
Stress Kerja	-0,145	0,017	-0,341	-8,802	0,000
Peran Ganda	-0,069	0,030	-0,090	-2,312	0,021
Disiplin Kerja	0,306	0,019	0,629	16,250	0,000
a. Dependent Variable: Kinerja					

1. The Effect of Job Stress on Employee Performance

Based on the results of the multiple linear regression analysis, as shown in Table 5, the job stress variable has a regression coefficient of -0.145, a calculated t-value of -8.802, and a significance level of 0.000. These results indicate that job stress has a negative and significant effect on employee performance. The negative direction of the coefficient indicates that the higher the level of job stress experienced by employees, the lower their performance tends to be. This finding suggests that poorly managed work pressure can disrupt employee concentration, motivation, and effectiveness in carrying out their duties.

The results of this study align with those of Libbaskara and Kurniawati (2022) and Handayani and Daulay (2021), which found that job stress negatively impacts employee performance. However, these results differ from those of Arta et al. (2022),

Darmasari (2022), and Aruperes et al. (2022), which found that job stress can positively impact employee performance under certain conditions. These differences in results indicate that the influence of work stress on employee performance is highly dependent on the organizational context and job characteristics.

2. The Effect of Dual Roles on Employee Performance

Based on the partial test results (t-test) in Table 5, the dual role variable has a regression coefficient of -0.069 , with a calculated t-value of -2.312 and a significance level of 0.021 . These results indicate that dual roles have a negative and significant effect on employee performance. The negative direction of the regression coefficient indicates that the higher the level of dual role involvement, the lower the employee's performance. This situation suggests that role demands from work and family can lead to time conflict, emotional stress, and fatigue, potentially reducing employee focus and effectiveness in carrying out their duties.

These research findings align with those of Pratiwi and Kholiq (2023) and Triatanto and Wahyuni (2023), which found that dual roles negatively impact employee performance. Similar findings were also demonstrated by research by Jantianus et al. (2023), which concluded that increased dual role conflict can decrease employee performance. However, the results of this study differ from those of Supriyati and Qodri (2022) and Iskandar et al. (2023), which found that dual roles can have a positive effect on employee performance under certain conditions. These findings indicate that the influence of dual roles on employee performance can be influenced by the individual's ability to manage their roles and the support provided by the organization.

3. The Effect of Work Discipline on Employee Performance

Based on the partial test results (t-test) in Table 5, the work discipline variable has a regression coefficient of 0.306 , with a calculated t-value of 16.250 and a significance level of 0.000 . These results indicate that work discipline has a positive and significant effect on employee performance. The positive direction of the regression coefficient indicates that the higher the level of employee work discipline, the higher the employee's performance tends to be. Work discipline, reflected in adherence to rules, punctuality, and consistency in carrying out tasks, can encourage employees to work more focused and effectively, thus impacting improved work output.

The results of this study align with those of Saraswati and Indiani (2023) and Utami and Elpanso (2022), which stated that work discipline positively impacts employee performance. Similar findings were also demonstrated by studies by Rahmadany et al. (2022) and Dewi et al. (2023), which concluded that work discipline is an important factor in improving employee performance. However, these results differ from those of Fitri et al. (2022), which found that work discipline negatively impacts employee performance, and those of Muna and Isnawati (2022), which found that work discipline had no significant impact on employee performance. These differences in findings indicate that the influence of work discipline on employee performance can vary depending on the organizational context and the characteristics of the respondents.

IV. CONCLUSION

Based on the analysis and discussion, it can be concluded that work stress, dual roles, and work discipline are factors that influence employee performance at Company X. The results of the multiple linear regression analysis indicate that work stress and dual roles negatively influence employee performance, while work discipline has a positive effect.

The partial test results indicate that increased work stress and dual roles tend to decrease employee performance. This finding indicates that work pressure and role demands stemming from work and family can reduce employee focus, motivation, and effectiveness in carrying out their duties. Conversely, work discipline has been shown to improve employee performance, indicating that compliance with rules, punctuality, and consistency in work play a significant role in driving optimal work results.

Furthermore, the results of the simultaneous test indicate that work stress, dual roles, and work discipline jointly have a significant effect on employee performance. The coefficient of determination indicates that these three variables are able to explain a significant portion of the variation in employee performance, while the remainder is influenced by factors outside the research model. Thus, the results of this study emphasize the importance of managing work stress and dual roles and strengthening work discipline as strategic efforts to improve employee performance.

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