THE ROLE OF ROLE OVERLOAD, ROLE CONFLICT, AND ROLE AMBIGUITY IN JOB STRESS

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Abstract. *I This study aims to examine The Impact Of Role Overload, Role Conflict, And Role Ambiguity On Job Stress. The research employs a quantitative method. The population of this study includes all employees at PT. Dekor Asia Jayakarya. The sampling technique used is the census method, with data collected by distributing questionnaires directly using a likert scale. The sample consists of 50 respondents. The variables in this study include three independent variables (x) Role Overload, Role Conflict, And Role Ambiguity, as well as one dependent variable (y) job stress. Data analysis was conducted using IBM SPSS software. The results indicate that role overload has a positive and significant effect on job stress, while role conflict does not have a significant effect on job stress. Additionally, role ambiguity has a positive and significant effect on job stress.*

Keywords: *Job Stress, Role Ambiguity, Role Conflict, Role Overload.*

1. INTRODUCTION

To achieve objectives effectively and efficiently, whether for individuals, society, or organizations, human resource management serves as both a science and an art. It encompasses processes of planning, managing, and developing human resources holistically. Additionally, it regulates interpersonal interactions within an organization through a well-structured and detailed design.

In daily life, we often encounter individuals experiencing stress due to the roles and responsibilities they undertake to achieve organizational goals. This stress does not only occur in the workplace but also extends to their social and economic lives. Job stress can arise from excessive job demands and an exhausting work environment. According to (Indah & Purnama, 2021), job stress is the pressure employees feel when facing their tasks. Similar research indicates that workload has a positive influence on job stress.

Several previous studies examining job stress have reported varying results. (Meidilisa & Lukito, 2020) found that role ambiguity did not have a significant effect on job stress, contrary to the findings of (Suseno & Kuwartika, 2023) which demonstrated that role overload had a significant positive effect on job stress. Their study indicated that the higher the workload, the higher the job stress, and conversely, the lower the workload, the lower the job stress. Similarly, (Heriyanto et al., 2024) reported that role conflict significantly and positively affected job stress. Furthermore, (Widyaningrum & Nora, 2020) concluded that role ambiguity also had a significant positive impact on job stress.

In the banking sector, (Rizki et al., 2022) highlighted that workload and role conflict are often associated with high targets and the pressure to achieve maximum results in a competitive environment. Studies have shown that excessive workload and role ambiguity related to financial targets lead to high levels of job stress, ultimately affecting performance and job satisfaction. Additionally, (Perwita et al., 2020) explored the education sector and found that role conflict is prevalent among teachers due to unclear

responsibilities between teaching and administrative tasks, as well as conflicting expectations from parents and schools. Excessive workload and role ambiguity were found to contribute to burnout among educators.

These studies explore the relationships between workload, role conflict, role ambiguity, and job stress in specific sectors such as banking, healthcare, and education. Each sector possesses unique characteristics that shape how role-related stress manifests and impacts individuals. However, existing research has not sufficiently examined whether workload, role conflict, and role ambiguity affect job stress in similar ways across various sectors or work environments.

2. LITERATURE REVIEW

2.1 Role Overload and Job Stress

The significant relationship between workload and job stress in this study is demonstrated through the results of data analysis. It indicates that employees at BCA perceive that a lower workload can reduce job stress levels, while an increased workload leads to higher job stress. These findings align with the research conducted by (Rizki et al., 2022)

The study findings reveal a positive relationship and influence between workload and employees' job stress. The authors recommend that companies implement initiatives such as employee refreshment programs, rotating work shifts weekly, and ensuring employees take proper rest breaks to relax their bodies (Christy & Priartini, 2019) Based on the above explanation, the following hypothesis can be formulated:

H1: Role overload has a positive effect on job stress.

2.2 Role Conflict and Job Stress

Several prior studies have examined the relationship between role conflict and job stress. For example, (Ahmad et al., 2021) found that role conflict has a significant positive effect on job stress. This means that role conflict experienced by employees in the workplace leads to increased levels of job stress.

This study confirms that role conflict positively affects job stress. In other words, as employees experience higher levels of role conflict, their job stress also increases. Job stress refers to an unpleasant condition that disrupts the execution of tasks and individual performance, resulting from demands, changes, and burdens in the workplace. Meanwhile, role conflict is a situation where conflicting demands are placed on an employee, arising from differing roles that lead to varying actions. Role conflict creates pressure on employees, requiring them to take different actions that influence their psychological state.

The findings indicate that role conflict has a significant positive impact on job stress, aligning with previous research on the relationship between role conflict and job stress. Based on the explanation above, the following hypothesis is proposed:

H2: Role conflict has a positive effect on job stress.

2.3 Role Conflict and Job Stress

Role ambiguity has a direct and significant positive effect on job stress. This indicates that the higher the role ambiguity, the greater the job stress experienced by academic staff at Bali State University, thereby supporting the acceptance of the second hypothesis in this study. This significant result is attributed to the lack of planned work objectives and clear targets for task completion among academic staff. Furthermore, the majority of respondents, who are male, tend to adopt a more reserved attitude when facing issues (Suari et al., 2022)

These findings align with the study conducted by (Melda & Saroyini, 2020) which revealed that role ambiguity positively influences job stress. Increased role ambiguity

leads to greater stress among employees. When employees are expected to perform well but are not provided with role clarity, defined responsibilities, sufficient authority, and a clear understanding of their roles in achieving organizational goals, they are more likely to experience job stress. Based on these findings, the following hypothesis is proposed:

H3: Role ambiguity has a positive effect on job stress.

3. RESEARCH METHODS

This study involved a population of 50 employees at PT Dekor Asia Jayakarya, with all 50 employees serving as respondents. Data collection was conducted using a questionnaire distributed to respondents on October 10, 2024. The census method was employed for data collection, where questionnaires were distributed to respondents who voluntarily agreed to participate.

The research instrument utilized a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Measurement indicators are presented in Table 1. The quality of the research depends on the instruments used to collect data, which were then analyzed to derive the results.In this study, hypothesis testing and data analysis were carried out using SPSS software.

The research was conducted at PT Dekor Asia Jayakarya, located at Jl. Parangtritis KM 8.4, RT 06, Tembi Timbulharjo, Sewon, Bantul, Yogyakarta. The company specializes in design and export, functioning as an online platform for the business community and inquiries related to high-volume black bamboo products, garden accessories, pandan grass, and other natural fibers.

4. RESULTS AND DISCUSSION

Validity Test

Validity testing is carried out as a measuring tool for whether a variable can be declared valid or not. The validity test was carried out after obtaining respondent answer data resulting from the questionnaire that had been distributed. This research uses an analysis tool, namely SPSS, to test the validity of this research comparing r count with r table. If r count > r table then it is declared valid, conversely if r count < r table then it is declared invalid. In this research, the degree of freedom (df) with 50 samples was obtained, namely df = (N-2) = 50-2 = 48 = 0.2787.

Table 1. Validity Test
Variable Validity Test Results Role Overload (X1)

statement items	r count	r table	Sig	Description
RO1	0.919	0.2787	0.000	Valid
RO2	0.949	0.2787	0.000	Valid
RO3	0.860	0.2787	0.000	Valid
RO4	0.883	0.2787	0.000	Valid
RO5	0.916	0.2787	0.000	Valid

(Source: Data processed in 2024)

Validity Test Results for Role Conflict Variables (X2)

Statement items	r count	r table	Sig	Description
KP1	0.827	0.2787	0.000	Valid
KP2	0.930	0.2787	0.000	Valid

| KP3 | 0.909 | 0.2787 | 0.000 | Valid |

(Source: Data processed in 2024)

Validity Test Results for Role Ambiguity (X3)

Statement items	r count	r table	Sig	Description
AP1	0.855	0.2787	0.000	Valid
AP2	0.917	0.2787	0.000	Valid
AP3	0.844	0.2787	0.000	Valid
AP4	0.933	0.2787	0.000	Valid
AP5	0.942	0.2787	0.000	Valid

(Source: Data processed in 2024)

Validity Test Results for Job Stres (Y)

Statement items	r count	r table	Sig	Description
SK1	0.929	0.2787	0.000	Valid
SK2	0.937	0.2787	0.000	Valid
SK3	0.926	0.2787	0.000	Valid
SK4	0.939	0.2787	0.000	Valid
SK5	0.949	0.2787	0.000	Valid

(Source: Data processed in 2024)

Reliability Test

Table 2. Reliability Test Results

No	Variable	Cronbach's Alpha	Description	N item
	Role Overload(X1)	0.827	Reliable	6
	Role conflict (X2)	0.860	Reliable	4
	Role ambiguity (X3)	0.827	Reliable	6
	Job stres (Y)	0.831	Reliable	6

(Source: Data processed in 2024)

The table above shows that the reliability test for each instrument is reliable. The reliability test in this study used the method cronbach' alpha which can be said to be reliable when results cronbach' alpha > 0.6 so the results of each instrument in the table above can be said to be reliable.

Respondent Characteristics

Based on the table below, the respondents in this study are predominantly aged 23-30 years, with the highest number totaling 29 individuals (56%). Other age groups include 31-40 years with 13 individuals (26%), 41-52 years with 9 individuals (18%), and below 23 years with 1 individual (2%). In terms of job roles, the majority of respondents are employees, accounting for 31 individuals (62%), followed by finance (2 individuals, 4%), office assistants (OB) (2 individuals, 4%), laborers (2 individuals, 4%), operators (2 individuals, 4%), and administration, marketing, daily workers, safety officers, each with 1 individual (2%). Additionally, finishing roles account for 2 individuals (4%), IT for 2 individuals (4%), and logistics, procurement, and R&D divisions each have 1 individual (2%). Gender analysis shows that the majority of

respondents are male, comprising 68% of the total respondents.

Table 3. Characteristics of Respondents
Characteristics of Respondents Based on Age

No	Age	Amount	Presentation
1.	23-30 years old	28	56%
2.	31-40 years old	13	26%
3.	41-52 years old	9	18%
	Total	50	100%

(Source: Data processed in 2024)

Characteristics of Respondents Based on Position

No	Department of Employment	Amount	Percentage
1.	employee	31	62%
2.	finance	2	4%
3.	Ob	2	4%
4.	laborer	2	4%
5.	Operator	2	4%
6.	Administration	1	2%
7.	Marketing	1	2%
8.	Daily workers	1	2%
9.	Amankes	1	2%
10.	Finishing	2	4%
11.	IT	2	4%
12.	Logistics division	1	2%
13.	Procurment	1	2%
14.	R&D	1	2%
	Total	50	100%

(Source: Data processed in 2024)

Based on Respondents Based on Gender

No	Gender	Amount	Presentation
1.	Man	34	68%
2.	Woman	16	26%
	Total	50	100%

(Source: Data processed in 2024)

Classical Assumption

Table 4. Kolmogrov-Smirnov Normality Test Results

One-Sample Kolmogrov-Smirnov Test		
		Unstandardized Residual
N		50
Normal parameters	Mean	.0000000
	Std. Deviation	1,45774434
Most Extreme Differences	Absolute	.104
	Positive	.087
	Negative	-.104
Test Statistic		.104
Asymp. Sig (2-tailed)		.200

a. Test distribution is Normal.
b. Calculated from data
c. Liliefors Significance Correction
d. This is a lower bound of the true signifinance

(Source: Data processed in 2024)

Table 5. Multicollinearity Test

coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig	Collinearity Statistics	
		B	Std Error	Beta			tolerance	VIF
1	(Constant)	.015	.686		.021	.983		
	Role overload	.321	.145	.311	2.215	.032	.085	11.784
	Role conflict	.147	.226	.083	.650	.519	.104	9.643
	Role Ambiguity	.564	.145	.579	3.881	.000	.076	13.109
a. Dependent Variable : Job Stres								

(Source: Data processed in 2024)

Because the tolerance value obtained for each independent variable is > 0.10 and the VIF value is < for each independent variable, this means that the data on the variables of organizational culture, innovative attitudes and job characteristics are free from symptoms of multicollinearity.
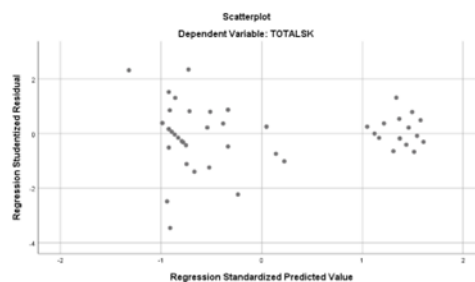

Figure 1. Heteroscedasticity Test

The scatter plot in Figure 1 illustrates that the data points are randomly distributed and do not form any specific pattern. The data points are scattered both above and below the 0 value on the Y-axis. This indicates that heteroscedasticity does not occur in this study.

Hypothesis Testing

Table 6. Hypothesis testing

Coefficientsa						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.015	.686		.021	.983
	Role overload	.321	.145	.313	2.215	.032
	Role conflict	.147	226	.083	650	.519
	Role ambiguity	.564	.145	.579	3.381	.000
a. Dependent Variable: Job Stres						

(Source: Data processed in 2024)

6

The hypothesis testing aimed to examine the effects of role overload, role conflict, and role ambiguity on job stress. The results are as follows: Effect of Role Overload on Job Stress Based on Table 6 , the role overload variable obtained a t-value of 2.215 > 2.0117 and a significance value of 0.032 < 0.05. This indicates that role overload has a positive and significant effect on job stress, thereby supporting the first hypothesis. This finding implies that a lower workload decreases stress levels, whereas an increased workload heightens job stress among employees. These results align with the study by (Rizki et al., 2022), which concluded that excessive workloads could trigger workplace stress.

Effect of Role Conflict on Job Stress From the hypothesis testing for the effect of role conflict on job stress, as shown in Table 6, the role conflict variable obtained a t-value of 0.650 < 2.0117 and a significance value of 0.519 > 0.05. This demonstrates that role conflict does not have a positive effect on job stress, leading to the rejection of the second hypothesis. This result contrasts with the findings of (Ahmad et al., 2021), which stated that role conflict significantly and positively affects job stress. According to their study, role conflict experienced by employees in the workplace leads to increased job stress.

Effect of Role Ambiguity on Job Stress Regarding the effect of role ambiguity on job stress, Table 6 shows that the role ambiguity variable obtained a t-value of 3.381 > 2.0117 and a significance value of 0.000 < 0.05. This indicates that role ambiguity has a positive and significant effect on job stress, thus supporting the third hypothesis. This means that role ambiguity significantly contributes to job stress. Employees required to perform effectively but lacking role clarity, well-defined responsibilities, adequate authority, and a clear understanding of their role in achieving organizational goals are more likely to experience stress. This finding is consistent with previous research by (Melda & Saroyini, 2020)

CONCLUSION

This study aimed to examine the effects of role overload, role conflict, and role ambiguity on job stress at PT. Dekor Asia Jayakarya. Based on the research findings and discussion, the following conclusions were drawn: Role overload has a positive and significant impact on job stress.In contrast, role conflict does not have a significant positive effect on job stress.Role ambiguity has a positive effect on job stress.

Implications As an implication, organizations should consider implementing measures such as:Clarifying roles within the organization.Strengthening orientation training systems.Improving organizational communication.Providing organizational support to employees.

SUGGESTION

Based on the results of research conducted with the aim of examining the influence of role overload, role conflict, and role ambiguity on work stress at PT. Dekor Asia Jayakarya, it is recommended that companies take strategic steps to manage these factors in order to improve employee welfare and organizational productivity.

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