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Affect role conflict, role ambiguity and work stress on performance of government employees local secretariat government kerinci district

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ABSTRACT

This study aims to see the effect of (1) role conflict on the performance of the administrative division of the Kerinci District Secretariat (2) Role ambiguity on the performance of employees of the Kerinci District Secretariat of Governance Section (3) Work stress on employee performance in the Governance Section of the Regional Secretariat of Kerinci Regency (4) Role conflict, role ambiguity and work stress have a joint effect on the performance of the employees of the Kerinci District Secretariat Governance Section. The population and sample in this study were all 35 employees of the Administration of the Regional Secretariat of Kerinci Regency. The technique of determining the number of samples using total sampling. The data analysis technique used multiple regression by fulfilling the requirements of the classical assumption test of normality, and multicollinearity, heteroscedasticity. Resultsthis study shows that (1) role conflict has a negative significant effect on the performance of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency (2) Role ambiguity has a significant negative effect on the performance of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency (3) Work stress has a significant negative effect on the performance of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency (4) Role conflict, role ambiguity and job stress jointly have a positive effect on the performance of the employees of the Kerinci District Secretariat of Governance Section.



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Introduction

Performance according to Mangkunegara (2000) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Poltak (2015) defines performance as the work achieved by a person in carrying out the tasks assigned to him including the quality and quantity of output as well as the reliability possessed in carrying out the work.

Performance can run well if employees get appropriate rewards from the results of work contributions that have been given to realize company goals. Compensation is a factor that can affect employee performance. Handoko (2010), argues that compensation is everything that employees receive as remuneration for their

work. The compensation program is a reflection of the company's efforts to maintain human resources and encourage employees to work more productively.

Along with the rapid development of technology, causing an increase in the workload of employees that must be completed by employees. Employees are required to be able to work more optimally and be able to complete it within the time limit determined by the company. The excessive workload causes collisions or pressures that occur on him which can cause stress for employees. The result of stress is that work productivity decreases (Kaswan, 2012). Companies must continue to strive to motivate employees to be able to overcome these pressures so that it does not become a problem within the company that will hinder employee performance.

Sopiah (2008), defines that stress is an adaptive response to a situation that is felt to be challenging or threatening one's health. This opinion is also supported by Anoraga (2009), who argues that stress is a form of a person's response, both physically and mentally, to a change in his environment that is felt to be disturbing and causes him to be threatened. According to Sopiah (2008), stress can be divided into 2 types, namely eustress and distress. Eustress is an experience of stress that is not excessive, can move and motivate a person to be able to achieve goals, change their environment and succeed in facing life's challenges. Distress is the degree of deviation in the form of physical, psychological and behavioral from a healthy function.

Mangkunegara (2007), suggests that work stress is a feeling of pressure experienced by employees in dealing with work. This work stress can be seen from the symptoms, including unstable emotions, feelings of displeasure, being alone, difficulty sleeping, excessive smoking, unable to relax, anxious, tense,

nervousness, increased blood pressure, and indigestion. Nawawi (2011), defines job stress as a dangerous physical and emotional response that occurs when the requirements of the job do not match the abilities, resources or needs of workers. The stress experienced by employees in the company is often seen as negative stress, so employees must try to find the causes of the stress they experience and find ways to deal with that stress.

Work pressures experienced by employees may be caused by conflict. Robbins (2008) defines conflict as a process that begins when one party perceives that another party has negatively affected, or will negatively affect, something that is of concern and interest to the first party. The results of conflicts that occur between the parties involved can be functional which can improve organizational performance. However, conflict can also be dysfunctional which in turn hinders/decreases group performance. According to Siagian (2012) job stress can be influenced by several factors, such as high and low task demands, role conflict or role ambiguity, poor interpersonal relationships, or the slow pace of career progress.

According to Torang (2014), role conflict is when people have conflicting or inconsistent expectations. Soetopo (2012) said that a person will experience role conflict if he has two or more roles that must be carried out at the same time. Role conflicts arise if employees find it difficult to adjust the two roles, namely their role as members of the organization who must be responsible for the organizational bureaucracy and their role as head/housewife who must be responsible for their families. According to Daft (2006), that role ambiguity can arise in the work environment when a person lacks sufficient information about the effective performance of a role. Lack of information and clarity of roles and tasks for people in their work roles can lead to stressful situations and tend to lead to conflict. Role conflict and role ambiguity cause stress for employees which of course will result in something undesirable, both for themselves and for their organization.

Stress at work is caused by several factors that can be identified by many researchers (Jordan et al., 2002 in Kanto, 2017) such as job insecurity, time pressure, interpersonal conflict, excessive amount of work, performance pressure. Khoury and Analoui (Kanto, 2017) found that the determinants of work stress that were less or not supported by management, namely lack of appreciation and benefits, limited participation in decision making, excessive amount of work and lack of concern from the leadership in guiding how to cope. stress.

The Governance Section of the Regional Secretariat (Setda) of Kerinci Regency has the task of planning the formulation and implementation of policies, coordinating, fostering and facilitating, monitoring, evaluating and pioneering the implementation of regional government policies in the fields of general governance, cooperation and regional autonomy and land affairs. Regarding employee performance, this agency has problems not achieving the desired target. The following is a table of targets and realization of the performance of the Kerinci Regional Secretariat of Government Administration employees in 2020.

Table 1 <Performance Targets and Realization of Government Administration Employees
Regional Secretariat of Kerinci Regency in 2020>

No	Work program	Target (Million IDR)	Realization (Million IDR)	Percentage (%)
1.	Office Administration Service Program	214	179.31	69.57
2.	Apparatus Facilities and Infrastructure Improvement Program	151	136.78	72.12
3.	Apparatus Discipline Improvement Program	72	21.45	41.25
4.	Total	437	337.54	60.98
5	Average			

Source: Performance Report of the Governance Section of the Regional Secretariat of Kerinci Regency

If seen from the table above, the realization of the work program of the Regional Secretariat of Kerinci Regency for the last 1 (year) year did not reach the target. On indicator Office Administration Service Program from Rp214 million the planned target was only achieved at Rp. 179.31 million or around 69.57%. On indicator Apparatus Facilities and Infrastructure Improvement Program although the achievement is quite high at 72.12%, it still does not reach the target. Likewise with indicators The Apparatus Discipline Improvement Program targeted at Rp. 72 million, but only reached Rp. 21.45 million (41.25%). It can be said that the average performance achievement of the Kerinci Regional Secretariat of Governance Section is only 60.98%. From these results it can be concluded that employee performance problems occur because the realization does not reach the target. The decline in the performance of the Kerinci Regional Secretariat of Governance Section employees is thought to be influenced by several factors.

Based on the description of the background above, the researchers are interested in conducting research with the title "The Influence of Role Conflict, Role Ambiguity and Job Stress on Employee Performance in the Governance Section of the Regional Secretariat of Kerinci Regency."

Method

The population and sample in a study have a central and decisive role (Muri, 2015:144). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014: 55) population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study were all employees of the Government Administration Section of the Regional Secretariat of Kerinci Regency, totaling 35 people.

The research sample is a limited number and part of the population, part of the selected and representative population of the population (Muri, 2015: 150). Meanwhile, according to Sugiyono (2017: 120) the sample is part of the number and characteristics possessed by the population and what is learned from the sample, the conclusion will be applicable to the population. However, because the sample used is the entire population, namely the Governance Section of the Kerinci Regency Secretariat, the sample in this study is the same as the population, namely the entire Kerinci Regency Secretariat Governance Section, totaling 35 (thirty five) people.

This sampling technique uses a total sampling technique (whole sample), total sampling is a sampling technique where the number of samples is the same as the population (Sugiyono, 2017). The reason for taking total sampling is because according to Sugiyono (2017) the total population is less than 100 and the entire population is used as a research sample.

Results and Discussions

Classic assumption test

Normality test

This normality test is used by the author to test the normality of the regression model. The test was carried out using the Kolmogorov-Smirnov test method for each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than $\alpha = 0.05$. The following results of the Variable Normality test can be seen in Table 2:

Table 2 <Normality Test Results>

One-Sample Kolmogorov-Smirnov Test		Performance	Role Conflict	Role Ambiguity	Stress Work
N		35	35	35	35
Normal Parameters	mean	42.8545	33.7091	24.0545	63.9091
	Std. Deviation	3.54557	3.38664	4.26188	3.92651
Most Extreme Differences	Absolute	.119	.152	.097	.139
	Positive	.101	.104	.082	.097
	negative	-.119	-.152	-.097	-.139
Kolmogorov-Smirnov Z		.880	1.130	.718	1.032
asympt. Sig. (2-tailed)		.421	.155	.680	.237

a. Test distribution is Normal.

Source:SPSS output results, 2022.

From Table 2 above which is a normality test, it can be seen that in the regression model, the confounding variable or residual has a normal distribution. This can be seen from the results of the sig value of the performance variable (Y) is $0.421 > 0.05$ the role conflict variable (X1) is $0.155 > 0.05$; the role ambiguity variable (X2) is $0.680 > 0.05$; work stress variable (X3) is $0.237 > 0.05$. So it was concluded that for the variables of performance, role conflict, role ambiguity, and work stress of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency, the distribution was normal.

Multicollinearity Test

Multicollinearity test is useful for testing whether there is a correlation between the independent variables in the regression model. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation from the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms can be seen in table 3 below:

Table 3 <Multicollinearity Test Results>

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Role Conflict	0.882	1.134
	Role Ambiguity	0.942	1.062
	Work Stress	0.849	1.178

a. Dependent Variable: Performance

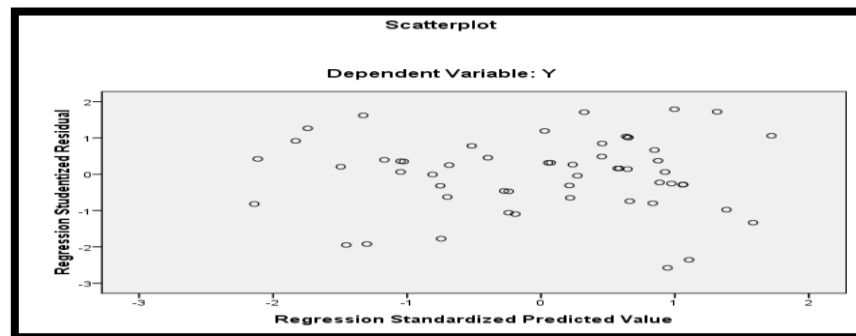
Source: SPSS output results, 2022

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because the VIF value of all independent variables is < 10 .

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another. If the variance of the residual from one observation to another observation remains, it is called homoscedasticity and if it is different it is called heteroscedasticity. Detecting

the presence of heteroscedasticity in this study used the Plott Graph test (Scatter Plot). This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The test results can be seen in Figure 1.



In Figure 1 it can be seen that there is no clear pattern and the points spread above and below the number 0 on the Y axis. The spread of data points does not form a wavy pattern that widens then narrows and widens again. The spread of data points is also not patterned, so this shows that the data in this study does not occur heteroscedasticity.

Research Hypothesis Test

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was carried out by comparing count with t-table and sig value with $\alpha = 0.05$. In detail the results of multiple regression testing can be seen in Table 4.

Table 4 <Multiple Regression Equation>

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	26,982	8,240		3.274	.002
	Role Conflict	-.509	.089	-.617	-5.701	.000
	Role Ambiguity	-.344	.095	-.445	-3.614	.001
	Work Stress	-.236	.089	-.273	-2,665	.009

a. Dependent Variable: Y

Source: SPSS Output Results (year 2022)

From table 5 above, the form of the regression equation model for the effect of role conflict, role ambiguity, work stress on the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency is as follows:

$$Y = 26,982 - 0.509(X_1) - 0.344(X_2) - 0.236(X_3)$$

Based on the above equation it can be explained that:

- From the above equation it can be seen that there is a constant value of 26,982 which means that if role conflict, role ambiguity, job stress is zero, then the value of the performance variable is at 26,982. This means that the variables role conflict, role ambiguity, job stress contribute to improving the performance of the employees of the Kerinci District Secretariat of Governance Section.
- Role conflict regression coefficient value is negative -0.509. This means that if the role conflict increases by one unit, it will result in a decrease in performance of -0.509 unit.
- Regression coefficient value role ambiguity negative value is -0.344. This means that if role ambiguity increases by one unit will result in a decrease in employee performance by -0.344 unit.
- Regression coefficient value work stress negative value is -0.236. This means that if work stress increases by one unit will result in a decrease in employee performance by -0.236 units.

Statistical test t test and F . test

(t test)

The t test (partial) is intended to determine the effect of partially (individual)influencerole conflict,role ambiguity,work stresson the performance of employees in the Governance Section of the Regional Secretariat of Kerinci Regency. From table 4.15 it can also be done partially test (t test) each causal variable (independent) on the effect variable (bound) as follows:

Hypothesis Testing 1

The first hypothesis is proposed, that role conflict partially has a negative effect on employee performance. Based on the results of the analysis of the t test, it is known that the significance level of the role conflict variable is $0,000 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. Thus, the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect between role conflict on the performance of the employees of the Kerinci District Secretariat of Governance Section.

Hypothesis Testing 2

The second hypothesis proposed is thatrole ambiguitypartially negative effect on employee performance. Based on the results of the analysis of the t test, it is known that the level of significance of the variable role ambiguityby $0,001 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. Thus, the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect betweenrole ambiguityon the performance of the employees of the Kerinci District Secretariat of Governance Section.

Hypothesis Testing 3

The third hypothesis proposed is thatwork stresspartially negative effect on performance. Based on the results of the analysis of the t test, it is known that the level of significance of the variablework stressby $0,009 < \text{dai significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a significant negative effect betweenwork stresson the performance of the employees of the Kerinci District Secretariat of Governance Section.

test (simultaneous)

The F test (feasibility of the model) is intended to determine the effect of the independent variables simultaneously (together) on the dependent variable. From table 4.13, it can also be done simultaneously test (F test) of the independent variables together on the variable bound.

Hypothesis Testing 4

The fourth hypothesis proposed, that role conflict,role ambiguity, andwork stresscollectively have a negative effect on employee performance. Based on the results of the analysis of the F test, it is known that the level of significance of the role conflict variable,role ambiguity, andwork stressof $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted. So that the alternative hypothesis proposed in this study is accepted, meaning that there is a jointly significant influence between role conflict,role ambiguity, andwork stresson the performance of the employees of the Kerinci District Secretariat of Governance Section. As can be seen in the table below:

Table 5 <F . Test Results>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	813,367	3	406,684	883,625	.000a
	Residual	15,188	31	.460		
	Total	828,556	34			

Source: SPSS Output Results (year 2022)

Coefficient of Determination (Adjusted R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R squareused for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of Adjusted R Square which can be seen in table 6.

Table 6 <R Square Test Results>

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991a	.982	.981	.67841

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

b. Dependent Variable: Y

Source: SPSS Data Processing Results (Year 2022)

Based on the results of the analysis R square is 0,982 this means that 33.2% of employee performance is influenced by the independent variable role conflict, role ambiguity, job stress. While the remaining 1.8% is influenced by other variables outside the model.

Discussion

The discussion of research results is intended to explain and interpret the research results

Influence Role Conflict on Employee Performance in the Governance Section of the Kerinci Regency Secretariat

The results of this study indicate that role conflict has a significant negative effect on the performance of the government administration division of the Kerinci Regency Secretariat. This indicates that the role conflict determines the performance of the employees of the Kerinci District Secretariat of Governance Section. This means that the higher and more role conflicts that exist in employees in the agency, it will reduce employee performance.

From the results of this study, it can be seen that the role conflict variable has a coefficient of -0.509 which means that role conflict has a great influence. This indicates that role conflict has an impact on decreasing employee performance. If the Governance Section of the Kerinci Regional Secretariat wants to improve employee performance, then the leadership must reduce role conflicts.

This is in line with the opinion according to Wibowo, (2010) role conflict is a unified meaning which is translated from English, self-efficacy. The construct of self-efficacy was first introduced by Bandura which presents a major aspect of social cognitive theory. Efficacy is defined as the capacity to get the desired result or effect, and self as the person referred to.

This is in line with the opinion of Ram (2011) which states that role conflict is a conflict that occurs because someone has more than one conflicting role so that it can have an impact on decreasing employee performance.

The results of this study are in line with research Safaria (2011) which shows that role conflict has a negative and significant effect on employee performance. Mohammad, Catharina (2001) research results also show role conflict has a significant effect on employee performance.

Influence Role Ambiguity on the Performance of the Government Administration Section of the Kerinci Regency Secretariat.

The results of this study indicate that role ambiguity has a significant negative effect on the performance of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency. This indicates that the role ambiguity determines the performance of the Kerinci District Secretariat's Governance Section employees. This means that the less ambiguous the role in the agency, the lower the employee's performance.

From the results of this study, it can be seen that the role ambiguity variable has a coefficient of -0.344 which means that role ambiguity has the second largest effect of other variables. This indicates that role ambiguity is proven to reduce employee performance. If the Governance Section of the Kerinci Regional Secretariat wants to improve employee performance, it must be able to overcome the ambiguous situation of the employee's role in the agency.

The results of this study are in accordance with the role ambiguity needed to produce good performance, because employees need to know the purpose of the work, what is expected to be done and the scope and responsibilities of their work. When there is no certainty about the definition of work and what is expected of the job, role ambiguity will arise (Rivai and Deddy; 2010).

This is in line with the opinion of Ram (2011) which states that role ambiguity is which states that role ambiguity has an impact on decreasing employee performance. The results of this study are in line with research Safaria (2011) which shows that role ambiguity has a negative and significant effect on employee performance. Mohammad, Catharina (2001) research results also show that role ambiguity has a significant effect on the decline in employee performance.

Influence Work Stress on the Performance of the Government Administration Section of the Regional Secretariat of Kerinci Regency

The results of this study indicate that work stress has a significant negative effect on the performance of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency. This indicates that work stress determines the performance of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency. This means that if employee work stress increases in an agency, it will result in a decrease in employee performance.

From the results of this study, it appears that the work stress variable has a coefficient of -0.236 which means that work stress has the smallest effect on other variables. This indicates that work stress can have an impact on decreasing employee performance. If the Governance Section of the Kerinci Regional Secretariat wants to improve employee performance, it must be able to control work stress on employees.

This is in line with the opinion according to Robbins & Judge, (2015) work stressor citizenship behavior is the behavior of freedom of choice that is not part of the formal job requirements of workers, but contributes to the psychological and social environment in the workplace. The results of this study are in line with research by Habibullah (2009) which shows that there is a significant negative effect between work stress on employee performance. So that if work stress continues to exist, it will reduce the performance of the Kerinci District Secretariat Governance Section employees.

Influence Role Conflict, Role Ambiguity, and Job Stress on the performance of the employees of the Kerinci Regency Secretariat of Governance Section

The results of this study indicate that role conflict, role ambiguity, work stress together have a significant influence on the performance of the employees of the Kerinci Regional Secretariat of Governance Section. This indicates that role conflict, role ambiguity, job stress determine the performance of the Kerinci District Secretariat's Governance Section employees. This means that role conflict, role ambiguity, job stress, will reduce employee performance.

This is in line with the research of Habibullah (2009), Safaria (2011), Ram (2011), which shows that the results show that there is a significant influence between role conflict, role ambiguity, job stress on employee performance.

Conclusions

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows: (1) Role conflict has a negative effect on the performance of the Kerinci District Secretariat's Governance Section employees. This means that employee performance will increase if role conflict can be reduced. Thus the first hypothesis (H1) is accepted, (2) Role ambiguity has a negative effect on the performance of the employees of the Kerinci District Secretariat of Governance Section. This means that employee performance will increase if role ambiguity can be reduced. Thus the second hypothesis (H2) is accepted, (3) Work stress has a negative effect on the performance of the employees of the Governance Section of the Regional Secretariat of Kerinci Regency. This means that employee performance will increase if employee work stress can be managed and reduced. Thus the third hypothesis (H3) is accepted and (4) Role conflict, role ambiguity, work stress together have an influence on the performance of the employees of the Kerinci District Secretariat Governance Section. From the ANOVA test, the significance probability value is 0.000. The probability of significance is less than 0.05, with a significance level of 0.000 as a result H_0 is rejected and H_a is accepted. Variables of role conflict, role ambiguity, work stress together affect the performance of the employees of the Kerinci District Secretariat of Governance Section.

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