

Work Performance Of Female Employees At XYZ Hospital In The Era Of The Covid-19 Pandemic: Influenced By Ethical Decisions And Role Conflict With Work Stress Intervening Variables

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Abstract

This study explores role conflicts and ethical decisions in influencing the work performance of female employees of XYZ Hospital in the Covid-19 pandemic era through the variable between work stress. In this study, we will prove whether role conflicts and ethical decisions contribute to the work performance of female employees of XYZ Hospital in the era of the COVID-19 pandemic, either through the intervening variable of work stress or not. The researcher uses a quantitative method with a causal study approach. This study concludes that role conflict in individuals affects work stress, and ethical decisions also affect work stress for female employees of XYZ Hospital in the era of the covid-19 pandemic. Besides that, on the work performance of female employees during the period of the covid-19 pandemic, role conflict has a significant effect either through work stress or directly. Ethical decisions also affect work performance either through work stress or directly. The work performance of female employees of XYZ Hospital is directly influenced by work stress. XYZ Hospital in improving employee work performance by providing regular socialization on a regular basis, equal supervision of employees, upgrading facilities to help female employees who experience role conflicts, providing evaluations on conflicts experienced by employees, and providing rewards for employees to be enthusiastic about working again. Achieve maximum work performance.

Keywords: Job Performance, Role Conflict, Work Stress, Ethical Decisions,

Preliminary

In the health industry, namely hospitals, in recent years, there has been a significant increase in the era of the COVID-19 pandemic. Hospitals continue to be the main focus not only in Indonesia but throughout the world. Article 5 third point of Law Number 44 of 2009 concerning Hospitals, mandates that: To provide education and training for human resources to improve their ability to provide health services, all human resources are required to be active in order to have good work performance for the company. The majority of hospital employees, namely women, do not become a barrier for the company to continue to serve patients in carrying out treatment. In the era of modernization, gender issues are no longer

in doubt in an organization. However, female employees who have decided to pursue a career will definitely experience role conflicts in work and family. The existence of this makes female employees are required to manage themselves in a balanced way for work and family. The existence of role conflict also has an impact on job stress and ethical decisions. It is the company's duty to continue to evaluate and protect employees so that employees feel supported in carrying out their duties and excel as the frontline of health to help patients carry out their treatment.

In previous research, according to Agustina (2018), work performance is negatively affected by role conflict; on the contrary,

David's research (2018) finds that employee performance is influenced in a unidirectional manner by role conflict. Paramitadewi (2018), in his research, states that the workload that results in work stress affects employee performance negatively. Regarding ethical decision variables, David's research (2018) finds that work performance is not affected by ethical decisions. Meanwhile, Putri (2013), in her research, states that auditors' work performance is positively influenced by ethical decisions. Based on the differences between these previous studies, the authors are encouraged to make a study entitled "The Effect of Role Conflict, Ethical Decisions, and Work Stress as Intervening Variables on Work Performance of XYZ Hospital Female Employees in the Covid-19 Pandemic Era".

Hypothesis Development and Literature Review

1. Conflicting Roles

Role conflict is a personal situation where you experience different role expectations; conflict Roles arise when a person experiences that following the provisions of one role will make it even more difficult to carry out other roles. Role expectations are other people's expectations of someone who has to do work in expected circumstances. The above understanding can be explained if the role conflict creates difficult expectations achieved (Mamesah, 2016). Role conflict arises when a person is required to behave, mobilize energy, providing time in one field of work; on the other hand, the demands of the family become difficult to fulfill (Riyanto, 2020). According to Shein & Chein (2011: 54, in Riyanto Juanah (2020: 4), the dual role is caused by factors, including:

- a. **Time pressure.** Time pressure is the more time for work activities so that individuals have less and less time for family.
- b. **Family size and support.** The more family members, the more conflicts. The greater/more support you get from the family,

the less conflict you have.

- c. **Job satisfaction.** The less perceived conflict is, the higher the job satisfaction.
- d. **Family and life satisfaction.** It is assumed that the negative consequences of marriages occur to working women.
- e. **Company size.** The more the number of workers in a company, the more increasingly affects a person's dual role conflicts.

Destirasi (2018:60) states dual role conflict is indicated by the following three things:

a. Time-Based Conflict

Running time for the demands of a family role can take time to live up to the demands of a work role. For example: working too many hours, overtime too often, demands attendance, control of work schedules, irregular shifts.

b. Strain Based Conflict

Performance in one role is influenced by the pressure experienced on another. The causes of the pressure include limited social support from family members, individual anxiety, tension, the character of work roles, and the presence of new workers.

c. Behavior-Based Conflict

In general, it can be explained that a work-family conflict is a form of behavior that is played out in one place that does not match the expectations regarding the behavior that should be played out in another place. For example, managerial habits emphasize aggressiveness, emotional stability, self-confidence, objectivity.

2. Ethical Decisions

According to Narsa & Prananjaya (2017: 82), decision-making includes the dimensions of selecting an action and the identification process in order to respond to an opportunity or problem. The process of ethical decision-making is a process in which individuals use ways to determine whether a problem is right or wrong, Carlson et al. (in Narsa & Prananjaya (2017:82)). In Trevino's research (2014), the form of ethical decisions based on guidance and guidelines includes three points: 1) normative decisions based on rules, regulations, and legislation, examples of traffic rules, academic

regulations, 2) standardized decisions based on minimum values in society that do not write, namely: tolerance, respect, honesty, caring, 3) extraordinary decisions (extraordinary) based on human values. Examples are being a regular donor to an orphanage, donating land for the construction of a place of worship. On the personal dimension, indicators in ethical decision variables include criteria focusing on rights and justice as well as benefits criteria (Januar, 2018).

3. Work Stress

In Farida's research (2020), work stress is the feeling of stress experienced by individuals at their work. Job stress can be reflected in several symptoms such as unstable emotions, a tendency to be alone, difficulty sleeping, excessive smoking, inability to relax, anxiety. According to Robbin (2013: 56), the causes of stress at work include organization, environment, and individual. Hermita (2011:17) states that there are three aspects of the symptoms of a person experiencing stress at work:

- a. **Physiological symptoms.** This symptom is stress that causes an increase in Respiratory rate and heart rate, changes in body metabolism, increased blood pressure, heart attacks, and headaches. Indicators of work stress based on physiological include headaches, physically tired easily, and difficulty sleeping (lack of sleep) or sleeping too much.
- b. **Psychological symptoms.** Stress from the psychological side has symptoms including tension, unsatisfactory work relationships, irritability, boredom, anxiety, often delaying work, and worry. From a psychological point of view, work stress has indicators, including being uncommunicative, high level of concern, being quickly offended, and lack of concentration.
- c. **Behavioral symptoms.** Behavioral symptoms due to stress include increased appetite, productivity changes, decreased absenteeism from work schedules, increased alcohol and

cigarette consumption, restlessness, rapid speech, and difficulty sleeping. Job stress in terms of behavior has indicators including sabotage behavior, eating too much or too little behavior, avoiding or delaying work.

4. Work Performance

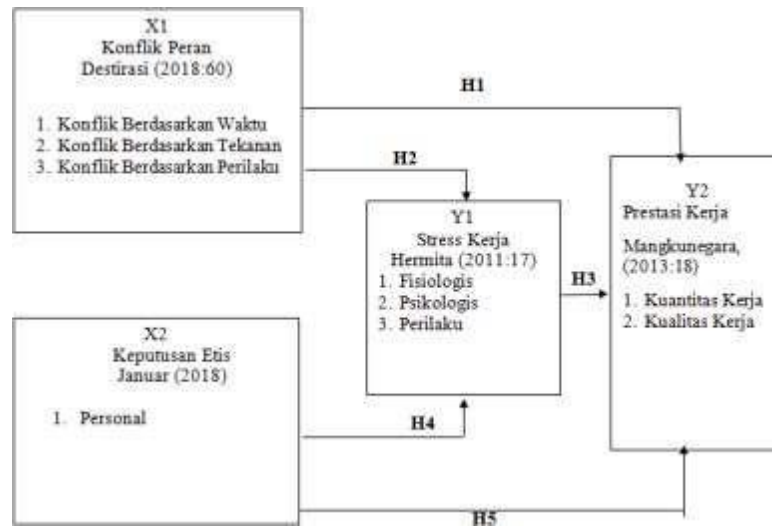
In Kasmir's research (2016) in Nawangsari (2021), the results and achievement of work in carrying out the tasks and obligations given during the time interval determined through work behavior is performance. Work performance, according to Mangkunegara (2015:13), is defined as work results that have been achieved by an employee in carrying out tasks based on obligations provided both quality and quantity. So job performance is the result of work based on the volume and quality achieved by employees in carrying out tasks based on their job desks. In Mangkunegara's research (2013: 18), the dimensions and indicators of work performance or employee performance have two aspects, including:

- a. **Work quantity.** The quantity of work includes: the number and type of service provided at work, working conditions and work processes, the duration of carrying out the work or the time used, the number of errors in the execution of the work.
- b. **Quality of work.** Quality of work includes: the ability to do work, accuracy and quality of work, ability/not to analyze data and use equipment at work, ability to evaluate.

5. Hypothesis Development

There is a gap between previous studies and based on the description of the previous theory in Figure 1. Shows the framework of thinking to describe the research hypothesis.

Figure 1. Framework of Thought



According to Indriyani (2012, in Januar (2018:22)), The role of a mother in the family disturbs the minds of female employees at work resulting in high work stress and role conflict; it can affect work performance. In line with that, Januar (2018:24) concludes that work performance is influenced by role conflict.

H1: The work performance of female employees in the era of the covid-19 pandemic is significantly affected by conflict. According to Kurniawati (2018), Role conflicts result in more time needed to handle work and affairs, and this is a potential source of work stress. In line with that research, Wulandari (2013) stated that work stress is significantly influenced by employee role conflict.

H2: The work stress of female employees in the era of the covid-19 pandemic is significantly affected by role conflict.

Januar (2018:26) concludes that employee work performance is significantly affected by work stress. In more detail, Indriyani (2012:24) found that functionally stress at low to moderate levels has a positive impact because it can encourage employee performance improvement. On the other hand, stress at a high enough level results in a decline drastically employee performance.

H3: The work performance of female

employees in the era of the covid-19 pandemic is significantly affected by work stress.

The hospital's policy is to give freedom to female employees, especially medical staff, to be responsible for making ethical decisions for patients can reduce employee stress at work, and in the end, ethical decisions at the company/hospital will be carried out well. Januar (2018) concludes that employee work stress is significantly influenced by ethical decisions.

H4: The stress of female employees at work in the era of the covid-19 pandemic is significantly affected by ethical decisions.

Ethical decision-making will affect work performance, where ethical decisions involve right or wrong attitudes that exist in humans who want or don't want to be done and cannot be avoided (Januar 2018:22). On the other hand, Januar's research (2018:24) concludes that there is an influence of ethical decisions on work performance, but it is not significant.

H5: There is a significant effect of ethical decisions on the work performance of female employees in the era of the covid 19 pandemic.

According to Tidd & Friedman (2002 in Widarti (2017)), conflict within an individual to perform a role is a state of different demands experienced by the

individual to play an impact on the emergence of differentiations that must be taken. Januar (2018: 24-25)) concluded that there was no significant effect on work performance through job stress.

H6: Through work stress, Role Conflict does not have a significant effect on the work performance of female employees in the era of the covid-19 pandemic.

To previous researchers, including Januar (2018), through work stress, ethical decisions do not have a significant effect on work performance. Or in other words, there is no relationship through work stress variables between ethical decisions and work performance.

H7: The work performance of female employees in the era of the covid-19 pandemic is not influenced by decisions ethical behavior through job stress.

Research Methodology

This research paradigm includes the flow of positivism/mainstream/quantitative with a causal research design. The focus of the research was carried out in the era of the covid-19 pandemic by using role conflict (X1)& ethical decisions (X2) as the independent variable, work performance (Y2) as the dependent variable, and work stress (Y1) as the intervening variable.

The population of 222 employees selected by the researchers is female employees who become medical personnel at XYZ Hospital, including doctors, nurses, radiology staff, laboratory staff, pharmacy staff. With samples obtained from the Slovin formula, as many as 144 employees.

Results

1. Characteristics of Descriptive Statistics

Table 1. Results of Descriptive Statistical Characteristics

Category	Information	Percentage
Gender	Man	0%
	Woman	100%
Age	18-30 years old	18%
	>30 – 39 years old	62%
	>40 years	20%

Category	Information	Percentage
Long Working	1-5 years	8%
	>5-10 years	35%
	>11 years old	57%

Table 1 above shows that the results of descriptive statistics on characteristics in the gender category are dominated by women by 100%, descriptive statistics in the age category are dominated by ages > 30-39 years by 62%, and descriptive statistics for the category of tenure are dominated by years of service. Working >11 years by 57%.

2. Evaluation of the Measurement Model (Outer Model)

Table 2. Loading Factor, AVE, Composite Reliability, and Cronbach Alpha

Variable	Indicator	Loading Factor	AVE	Composite Reliability	Cronbach Alpha
Role Conflict (X1)	Number of hours worked (X1.1)	0.838			
	Overtime (X1.2)	0.814			
	Attendance rate (X1.3)	0.815			
	Shift irregularity (X1.4)	0.810			
	Work schedule control (X1.5)	0.773			
	Tension (X1.6)	0.793			
	Anxiety (X1.7)	0.778	0.518	0.942	0.934
	Fatigue (X1.8)	0.753			
	Work role character (X1.9)	0.768			
	The presence of a new child (X1.10)	0.745			
	Availability of social support from family members (X1.11)	0.734			
	Managerial stereotypes emphasize aggressiveness (X1.12)	0.799			
	Self-confidence (X1.13)	0.872			
	Emotional stability (X1.14)	0.890			
	Objectivity (X1.15)	0.752			
Ethical Decisions (X2)	Benefit criteria (X2.1)	0.925			
	Criteria focus on rights (X2.2)	0.858	0.800	0.923	0.875
	Criteria focused on fairness (X2.3)	0.899			
Work Stress (Y1)	Easily tired physically (Y1.1)	0.784			
	Headache (Y1.2)	0.869			
	Sleep problems (Y1.3)	0.858			
	Quick to take offense (Y1.4)	0.776			
	Not communicative (Y1.5)	0.785			
	Lack of concentration (Y1.6)	0.793	0.541	0.922	0.906
	Level of concern (Y1.7)	0.764			
	Postponing or avoiding work (Y1.8)	0.830			
	Sabotage behavior (Y1.9)	0.835			
	Abnormal eating behavior (Y1.10)	0.815			
	Work accuracy and work quality (Y2.1)	0.752			
	Ability to work (Y2.2)	0.890			
	Ability to analyze data and ability touse equipment (Y2.3)	0.945			

Work Performance (Y2)	Ability to evaluate (Y2.4)	0.927	0.774	0.965	0.958
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Variable	Indicator	Loading Factor	AVE	Composite Reliability	Cronbach Alpha
	Working process and working conditions (Y2.5)	0.920			
	The time used or the length of time doing the work (Y2.6)	0.897			
	Number of errors in carrying out work (Y2.7)	0.928			
	Number and type of service provision at work (Y2.8)	0.928			

Table 3. Fornell Lacker Criteria

	Ethical Decision	Role Conflict	Work performance	Work stress
Ethical Decisions (X2)	0.894			
Role Conflict (X1)	0.606	0.720		
Work Performance (Y2)	0.757	0.676	0.880	
Work Stress (Y1)	0.554	0.726	0.628	0.735

The first stage is to test convergent validity by checking the loading factor with the condition that the value is > 0.7 and the average AVE is 54 with the condition that the value is > 0.50 (Ghozali & Latan, 2015). The loading factor that has a value of < 0.7 is excluded from the model, but in the research conducted, there is no elimination of indicators because all indicators meet the requirements. Furthermore, in table 2, the AVE section already has an AVE value > 0.50 . The conclusion of this convergent validity test has met the convergent validity.

The second stage is to test the discriminant validity through the square root of the AVE, which has a

construct larger than the construct in its own group, by looking at the Fornell Lacker value for reference (Ghozali & Latan, 2015). Table 3 illustrates the value of the root. The square of AVE has the largest construct value in its own group. The conclusion of this discriminant validity test has met discriminant validity.

Measurement of the reliability of a construct refers to the composite reliability value and Cronbach's Alpha, a reliable construct if the value is > 0.7 (Ghozali & Latan, 2015). The conclusion in this study already has a reliable construct because it has a value > 0.7 .

Variable	R2	Q2	Gof
Role Conflict (X1)	0.547	0.847	0.630
Ethical Decisions (X2)			
Work Stress (Y1)			
Work Performance (Y2)	0.661		

The value of R2 = 0.547 indicates role conflict and ethical decisions simultaneously affect work stress by 54.7%. The value of R2 = 0.661 indicates that the Role Conflict, Ethical Decision, and Work Stress variables affect the work performance of

employees by 66.1%.

The predictive relevance test (Q²) aims to validate the model. The Q² value in the study is 0.847, which means this research model has a strong predictive relevance (Q²) because it has a Q² value > 0.35 (Ghozali & Latan, 2015).

The Goodness of Fit (GoF) value in the study is 0.630, which means that the combined performance of the measurement model and structural model has a large GoF because it has a GoF value > 0.36 (Ghozali & Latan, 2015).

The value of the hypothesis is shown in the table. Five by using the significance value (two tiles) t value > 1.96 and a significance level of <5% (Ghozali & Latan, 2015).

Table. 5 Path Coefficient Values, t-statistics, and P-Value

Relationship between Constructs	Original Sample (O)	t- Statistics (O / STDEV)	P- Values	Note:
Role conflict (X1) □ Work performance (Y2)	0.241	2,908	0.004	Significant
Role conflict (X1) □ Work Stress (Y1)	0.617	7.960	0.000	Significant
Work stress (Y1) □ Work performance (Y2)	0.166	2011	0.045	Significant
Ethical decisions (X2), □ Work stress (Y1)	0.180	2,152	0.032	Significant
Ethical decisions (X2) □ Work performance (Y2)	0.519	8,504	0.000	Significant

H1 is accepted (p-statistics 0.004 or t-statistics 2.908 and) that employee performance is significantly influenced by role conflict through the path coefficient value of 0.241.

H2 is accepted (t-statistics 7.960 or p-statistics 0.000), i.e., role conflict has an effect significant on employee work stress through the path coefficient value of 0.617.

H3 is accepted that employee work performance is significantly affected by job stress

through the path coefficient value of 0.166, with t-statistics 2011 and p-statistics 0.045.

H4 is accepted, indicated by p-statistics of 0.032 or t-statistics of 2.152, meaning that there is a significant effect of ethical decisions on work stress through the path coefficient of 0.180,

H5 is accepted (p-statistics 0.000 or t-statistics 8.504) that employee performance is significantly influenced by ethical decisions through the path coefficient value of 0.519.

Relationship between Constructs	Original Sample (O)	t- Statistics (O / STDEV)	P- Values	Note:
Ethical decisions (X2), □ Work stress (Y1), □ Job Performance (Y2)	0.030	1,491	0.137	Not significant
Role conflict) □ Work stress (Y1) □ Job performance (Y2)	0.102	1,849	0.065	Not significant

H6 not be accepted (because the t-statistic is 1.492, the p-value is 0.137), which means that there is no significant positive effect of ethical decisions through work stress on work performance through the value of path coefficient is 0.03 (what happens between ethical decisions and work performance is a direct effect as H5).

H7 is not accepted (p-values 0.065 and t-statistics 1.849) that employee work performance is not significantly affected by role conflict through work stress with a path coefficient value of 0.102 (what occurs between role conflict and work performance is a direct influence).

Discussion

H1, Role conflict significant effect on performance employee work, this shows that the indicator "Confidence plays a dual role" most influential big on achievement employee work, means more employees have a conflict the more influential the role on work performance female employee XYZ Hospital in the era of the pandemic covid-19. According to David . 's research January (2018) which states there is influence significant conflict role (X1) against achievement work (Y). It means the more solve it conflict emerging role _ on a employee woman so will the more good performance _ work employee Kalisat Hospital women Jember . according to opinion with Utami (2014: 120) which states that " If a no can t balancing his job the that is Among Duty as MotherHouse ladder and as woman demanded worker _ for work by professional so will causing happening conflict role and high work stress so that will take effect on productivity and achievement generated work . _ Based on opinion the show that factor from achievement work wrong the only one is conflict role .

H2 is accepted, employee work stress under the influence of i by significant by role conflict, this shows that the indicator of "confidence in carrying out multiple roles" has the greatest effect on work stress, meaning that the better the role conflict feels by employees in work or family, the more influential employees will be on work stress of female employees of XYZ Hospital in the era of the covid-19 pandemic. According to research previous Abdul Wahab (2019) work stress employee woman

declared accepted Thing this showed from results conflict role double take effect positive to stress work . Conflict role double that is not handled by right , it can also result in live on self employees, because they in state atmosphere everything wrong so that experience pressure soul (stress) (Tjokro and Asthenu , 2017). influence _ conflict role double to stress work that conflict role double have influence positive and significant to stress work (Anuari and Prasetya , 2017; Wulandari and Dwiyantri , 2014).

H3 accepted, work stress significant effect on performance employee work, this thing show that the indicator "no appetite because of thinking about work", the most influential big on achievement employee work, meaning more employees feel stress work, the more influential on performance female employee work XYZ Hospital in the era covid-19 pandemic. According to research (Stress work) have connection positive and significant with Achievement work employee , (Novarian , 2017).

H4 is accepted, ethical decisions have an effect significant to work stress employee , thing This shows that the indicator "prioritizes justice" on ethical decisions "most influential" against stress female employee work XYZ Hospital in the Era of the Pandemic Covid-19. Results this supported by research (January , 2018) there are influence significant decision ethical against work stress . That is , decisions ethical something company will done with good if supported with existence gift policy by party House sick to employee woman especially powermedical about freedom responsible answer on decision ethical given _ on patient and low work stress level 4 by employee woman so that by no lang s ung will increase achievement work woman at Kalisat Hospital Jember .

H5 accepted, Decision ethical influence significant to work performance employees, this shows that the indicator "to put forward" fairness in ethical decisions "most influential" big against work performance female employee Hospital XYZ in the Pandemic Era Covid-19. According to January , (2018: 24) concluded that there is influence However no significant decision ethical to achievement work . Achievement work 6 can influenced by taking frequent decisions _ difficult and complicated that is decision ethical which is decision about _ correct or wrong . Temporary

attitude and decision ethical want to no want to must conducted because is part life humans who don't can avoided (Januar , 2018: 22).

H6 does not exist significant influence indirectly direct role conflict through work stress on work performance female employee XYZ hospital in the era of the pandemic covid-19 on t-statistic value $< t$ -table then it is concluded H0 is accepted. It means no there is influence positive significant by no live Among Conflict Role (X1) through Stress Work (Y1) against Achievement Work (Y2). according to January research (2018: 24- 25) concluded that no there is influence significant conflict role through stress work to achievement work .

H7 no there is a significant effect indirectly, ethical decisions through work stress on performance female employee work XYZ hospital in Era Covid-19 pandemic on the value of t-statistics $< t$ -table then it is concluded H0 accepted. It means no there is influence positive significant by no live Among Decision Ethical (X2) towards Achievement Work (Y2). Agree with study January (2018) no there is influence significant decision ethical through work stress to achievement work . Taking decision ethical must _ follow regulation House sick will cause work stress main employee woman power medical . Decision ethical something House sick will done with good if there is gift policy from the hospital to employee woman main power medical about freedom responsible answer in taking decision ethical to patients who can reduce work stress so that by no direct will increase achievement work woman at XYZ Hospital.

Conclusions and Recommendations

1. Conclusions

Role conflict, ethical decisions affect work stress and work performance of female employees, work stress affects work performance of female employees. Role conflict through job stress has no significant positive effect on female employees' work performance. Ethical decisions through work stress have no significant positive effect on female employees' work performance.

2. Suggestion

The results of the study show that the work

performance of female employees of XYZ Hospital in the era of the covid-19 pandemic to maintain work performance so that it can be better the company can make several efforts. The indicator with the highest factor loading is being able to use the latest work support tools, meaning that companies are advised to carry out socialization more regularly because of the positive response from employees in actively carrying out the latest supporting tools. The existence of regular socialization facilities makes employees continue to have new insights so that they can continue to improve work performance to treat patients and carry out other tasks.

The results showed that role conflict had a significant effect on the work performance of female employees of XYZ Hospital in the era of the covid-19 pandemic. Companies need to continue to make efforts to improve work performance, especially female employees, by evaluating and assisting employees who have role conflicts. The indicator with the highest factor loading value is confidence in the decision to take on a dual role. That is, to improve work performance in an effort to evaluate the role conflict of female employees, the company can provide a way of providing counseling that can be upgraded so that employees are not awkward and feel comfortable expressing their complaints. The existence of rewards or awards is also important because it can motivate employees, an evaluation of the work schedule and additional workforce in shifts is very necessary, the existence of a widening facility

for providing facilities for child care for employees who are still toddlers is also needed. These efforts can be made so that female employees feel cared for in their problems in a dual role and can continue to excel at work.

The results of the study show that ethical decisions have a significant effect on the work performance of female employees of XYZ Hospital in the era of the covid-19 pandemic. Companies need to continue to make efforts to improve work performance, especially female employees, by assisting employees who are making ethical decisions. The indicator with the highest factor loading value is promoting fairness in ethical decisions. This means that companies must focus more on providing support to employees by providing equal support in accordance with applicable company operational standards. The existence of activities such as outbound or refreshing is also very necessary for employees to make efforts so that employees can have fresh thoughts again and help employees to reduce work stress so that female employee can continue to excel at work.

3. Limitations and Suggestions for Further Researchers

This research was only conducted at the XYZ Hospital unit, which is one of several units owned by XYZ Groups in Jabodetabek. The sample used is very limited, so further research can use a larger sample area, and the object of research is broader, such as all units of Jabodetabek, Java, Kalimantan. In addition, there are limitations in obtaining data because this research was conducted under the conditions of the Covid-19 pandemic, which is identical to the strictness of the Covid-19 protocol for travel restrictions or socialization. For further research interested in the same topic, it is suggested to add other variables such as organizational behavior, culture management, organizational commitment, and transformational leadership to sharpen the effect of employee performance, especially female employees in the Covid-19 pandemic era.

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