

The Influence of Dual Role Conflict, Job Stress, and Tenure on Female Leaders' Performance in the Accor Hotel Group in Indonesia



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ABSTRACT: The role of women and gender inequality in the business world, including tourism, remains a significant issue. Women who serve as Hotel Leaders face dual roles as housewives and workers, leading to multiple role conflicts. These conflicts can negatively impact both family life and work activities. Accor Hotels, a leading global hotel chain, supports gender equality and encourages women to become Hotel Leaders. This quantitative research collected data through questionnaires using convenience sampling to select 36 female Hotel Leaders at Accor Hotel Group in Indonesia. The study employed various quantitative analysis techniques, including validity and reliability tests, correlation coefficients, determination coefficients, multiple regression analysis, and significance tests. The results revealed that dual role conflict, job stress, and tenure simultaneously affect female leaders' performance. These variables significantly and positively influenced the performance of Female Hotel Leaders. Based on these findings, the researcher suggests that the Accor Indonesia Hotel Group create a pleasant working environment, provides flexibility for managing family time, helps employees manage stress effectively, and ensures attention to the quality and quantity of employees' work outcomes. These measures can help mitigate the negative impacts of dual role conflicts and job stress to improve the performance of Female Hotel Leaders.

KEYWORDS: Multiple roles, job stress, length of work, female leaders, performance.

I. INTRODUCTION

Tourism in Indonesia has become a strategic sector in the national economic system, significantly contributing to state revenue. The hospitality industry is integral to this sector, as hotels are essential for accommodating tourists. Consequently, any fluctuation in tourism activities directly impacts the hospitality sector. As one of the largest hotel networks in the world, Accor has an accommodation network spread across 94 countries with a total of more than 4,000 hotels. Accor offers a variety of accommodation options ranging from budget or economy class, mid-range hotels to luxury hotels. The hotel brands under Accor include Sofitel, Sofitel So, Grand Mercure, The Sebel, Mama Shelter, Pullman, MGallery, Mercure, Novotel, Adagio, ibis, hotelF1, ibis Budget, ibis Styles, Swissotel, Raffles, Fairmont, Onefinestay, Rixos Hotels, 25h Hotels, Jo & Joe, and Thalassa Sea & Spa.

In its more than 28 years of operation in Indonesia, Accor has seen a growing number of female employees, particularly in leadership roles such as Hotel Leader. Traditionally, top leadership positions in many industries are dominated by men. Preliminary interviews with Female Hotel Leaders at Accor Hotels indicate that the role of Hotel Leader poses unique challenges for women. Accor is committed to challenging the stereotype and promoting career development opportunities for female employees. On October 24, 2018, Women at Accor Generation rebranded as "RiiSE," symbolizing a commitment to creating an inclusive workplace where men and women share ambitions for equality. RiiSE aims to enhance diversity to boost collective performance, including supporting women in achieving top leadership positions like Hotel Leader. Figure 1 shows data on female hotel leaders at Accor in Indonesia.

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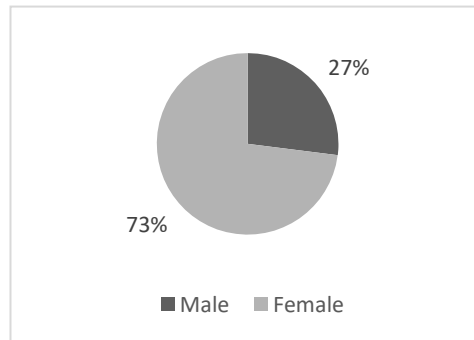


Figure 1. Data on Male and Female Hotel Leaders at Accor in 2020

Source: Accor Head Office Jakarta, 2020.

In 2020, among 133 Accor hotels, only 27%, or 36 individuals, were women holding the position of Hotel Leader, while men constituted 73% or 97 individuals. This percentage falls short of Accor’s target target of 30% female hotel leaders. Several factors contribute to the low representation of women in these roles, including dual role conflicts, job stress, and tenure factors.

Hotel Leaders at Accor must be on standby 24/7 due to the hotel’s continuous operation. This commitment often necessitates staying at the hotel during both weekdays and weekends. Conflicts arise when Hotel Leaders’ families prefer not to reside at the hotel, leading to a balancing act between work responsibilities and family obligations at home. Moreover, when Hotel Leaders must travel for work, conflicts arise if their partners are also away, leaving childcare responsibilities to a caregiver. Consequently, female Hotel Leaders at Accor face the risk of being perceived as neglecting their primary role of caring for their children.

Working outside the home entails dual responsibilities for married women—as an employee and homemaker. Balancing these roles affects their performance differently compared to working women without families. Those who struggle to manage both effectively often experience dual role conflicts.

Company policies addressing work-family conflicts are crucial in human resource management to accommodate various employee needs. When such policies are lacking, female employees find it challenging to balance career and family, resulting in increased stress levels that affect performance and reduce productivity, thereby impacting company profitability.

As the influence of female workers grows and their contribution to company performance becomes significant, the demand for work-life balance policies intensifies. Company success hinges on optimal employee performance, which is directly linked to overall company success. Prolonged employee stress threatens the company, potentially leading to turnover and subsequent financial losses. Organizational behaviour experts highlight stress as a catalyst for various physical, mental, and organizational challenges (Chen et al., 2022). Factors contributing to stress among female Hotel Leaders at Accor include revenue falling below budget, unmet Gross Operating Profit (GOP) targets, guest complaints, and internal employee issues. These factors underscore the significance of addressing stress management in this research.

Table 1. Female Hotel Leader in Accor in 2020

No	Tenure	Number of Female Leaders	%
1	< 5 Years	1	3%
2	5 - 10 Years	5	14%
3	10 - 15 Years	5	14%
4	> 15 Years	25	69%
	Total	36	100%

Source: Accor Head Office Jakarta, 2020.

Table 1 describes the tenure of female Hotel Leaders at Accor is categorized into three segments: less than five years (1 person, 3% of the total), 5-10 years (5 people, 14%), 10-15 years (5 people, 14%), and over 15 years (25 people, 69%). The data reveals that most female Hotel Leaders at Accor have served for over 15 years. Tenure is a crucial indicator of employees’ tendencies in performing work activities, as highlighted by (Siagian, 2012).

Therefore, longer tenure indicates more excellent experience compared to colleagues, enabling individuals to become more proficient and skilled in executing their job duties effectively. Work experience encompasses the knowledge and skills acquired through performing tasks over time. With expertise, individuals enhance their proficiency, contributing to effective job performance. Key Performance Indicators (KPIs) for Hotel Leaders in the Accor group include achieving hotel budget targets set

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by management or owners, focusing on sales and ultimately Gross Operating Profit (GOP). GOP represents revenue minus costs and expenses, excluding management fees or non-operational other expenditures. The target GOP typically stands at 35% or per budgets Accor and hotel owners set.

The hotel's reputation score also reflects guest satisfaction with services and products, positioning the hotel relative to competitors. Employee satisfaction surveys assist hotel leaders in identifying factors to enhance employee performance and resolve work-related issues. The research aims to analyze "The Influence of Dual Role Conflict, Job Stress, and Tenure on the Female Leaders' Performance in the Accor Hotel Group in Indonesia."

II. LITERATURE REVIEW

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A. Role Conflict

A hotel is a business operation that offers food, beverage, and accommodation services to travellers willing to pay based on the services received without special agreements (Batinic, 2016). As a hospitality business, the hotel counts on people in its operational activity. Human resources are essential (Muhammad et al., 2023). Recently, females have had the opportunity to have hotel careers but face specific conflicts while working.

According to Suharmono (2011), conflict is a process with a contradiction in thought perceived to have a negative influence. Generally, conflict is meeting two different interests simultaneously, which can cause adverse effects. Moreover, conflict is unhealthy competition based on ambition and emotional attitudes to achieving victory, which can cause tension, confrontation, quarrels, stress, and frustration if the issues cannot be resolved (Guenter et al., 2016). The conflict among women, especially those who are married and become homemakers, is known as dual role conflict. This conflict arises when a homemaker must divide her time and mind between two obligations: duties at home as a housewife and responsibilities at the workplace as an employee. Dual role conflict is a conflict that arises due to pressures from work and family (Suharmono, 2011). Married women in professional careers generally experience higher work stress levels than fathers (Parul Tripathi & Sandeep Bhattacharjee, 2012).

If a working woman and mother become ambitious and driven to achieve her goals, she risks being blamed for neglecting her primary responsibility to care for her family (Verma & Negi, 2020). Dual role conflict is divided into three types: time-based, pressure-based, and behaviour-based. Dual role conflict is likely to occur in a company with many married female employees and companies with locations requiring long travel times, causing fatigue and a lack of optimal performance (Triaryati, 2013).

Managing two obligations will certainly put heavy pressure on a woman. These pressures ultimately cause conflict within a married woman. Dual role conflict is a self-conflict but can cause conflicts with others due to its impact on her performance in the company. Dual role conflict can result in psychological tension, reduced job satisfaction, decreased family satisfaction, and lower marital satisfaction (Verma & Negi, 2020).

In this study, measurements use the indicators of dual role conflict according to Greenhaus & Beutell (1985) of three types of Dual Role Conflict (Work-Family Conflict) are identified:

1. Time-Based Conflict

The time required to meet one demand (family or work) can reduce the time available to meet the other demand (work or family). This type of conflict is positively related to the number of working hours, overtime, attendance levels, irregular shifts, and control over the work schedule.

2. Strain-Based Conflict

Pressure from one role affects performance in the other role, with symptoms such as tension, anxiety, fatigue, characteristics of the work role, presence of a new child, and availability of social support from family members.

3. Behavior-Based Conflict.

Behaviour-based conflict is where specific behaviour patterns in one role do not align with expectations for behaviour in the other. For example, managerial stereotypes emphasize aggressiveness, confidence, emotional stability, and objectivity. It contrasts with the expected image and behaviour of a wife in the family, who is supposed to be attentive, sympathetic, nurturing, and emotional. Therefore, it can be expected that female executives are more likely to experience this form of conflict than male executives, as women must work hard to meet different role expectations at work and in the family.

The indicators of dual role conflict, according to Greenhaus and Beutell, were chosen as measures in this study because dual role conflict can arise from time-based Conflict, strain-based Conflict, and behaviour-based Conflict.

Stress at Work

Work stress is a state of tension that affects a person's emotions, thought processes, and condition (Chen et al., 2022). Timotius & Octavius (2022) state that work stress is an adaptive response mediated by individual differences and psychological processes resulting

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from any external action, situation, or event that places excessive mental and physical demands on a person. It is concluded that work stress is a condition or situation of tension experienced by employees.

Work Stress Indicators are (Rivai, 2010):

1. Work Conditions:
 - a. Excessive Quantitative Workload occurs when an individual has too much to do in insufficient time to complete a job.
 - b. Excessive Qualitative Workload:
The excessive qualitative workload occurs when an individual feels they lack the skills to complete their work or the performance standards required are too high.
 - c. Work Schedule: The arrangement or program designed and enforced for all employees.
2. Role Stress:
Role Ambiguity: Increased stress when an individual receives conflicting messages about appropriate role behaviour, such as pressure to get along with incompatible people.
3. Interpersonal Factors:
 - a. Collaboration with Colleagues: Activities undertaken by individuals to solve problems together at work.
 - b. Relationship with Superiors: Good relationships with superiors can be fostered by employees expressing their opinions to their superiors to understand company-wide issues better.
4. Career Development:
 - a. Promotion to a Position Below or Above Their Capability: Incorrect promotions can impact an individual's psychological level as it requires a long adaptation period to adjust to their work environment.
 - b. Job Security: The assurance of continued employment.

Work Tenure

Work tenure refers to the period or length of time an employee has worked in a particular place (Handoko, 2015). It illustrates someone's experience in mastering their job duties. Generally, employees with extensive work experience require less guidance than those with limited experience. The longer someone works in an organization, the more experienced they become, enhancing their work skills (Ranupendoyo dan Saud, 2015). Work tenure is the length of professional experiences that increase an employee's value at work (Steffens et al., 2014). In conclusion, work tenure is when an employee has worked for a company.

Employee Performance

Employee performance is the qualitative and quantitative work results achieved by an individual/employee in performing their duties as per their responsibilities (Bangun, 2014; Mangkunegara, 2016; Marwansyah, 2014; Sedarmayanti, 2013; Sutrisno, 2015; Wibowo, 2014).

Performance indicators (Bangun (2014), variables include:

1. Quantity of Work: Indicates the amount of work produced by an individual or group based on job standards.
2. Quality of Work: Employees must meet specific criteria to produce work that meets the quality standards required for particular jobs.
3. Timeliness: Every job has different characteristics, and some jobs must be completed on time due to dependencies on other tasks. The indicator is employees can complete their assignments within the specified time limits.
4. Attendance: Some types of work require the physical presence of employees to perform them at the specified times. Attendance measures how often and consistently an employee is present at the workplace to perform their duties.
5. Cooperation Ability: Not all jobs can be completed by one person alone. Some jobs may require two or more employees to work together. Employee performance can be assessed based on their ability to collaborate with coworkers to complete tasks.

These indicators provide a comprehensive view of how an employee's performance can be evaluated from various essential aspects within the work environment. Companies can objectively and comprehensively measure and assess employee performance using these indicators.

5. A strong correlation exists between dual roles, job stress, and tenure variables on employee performance (Iswari & Pradhanawati, 2018). The job interference indicator is the most dominant indicator of work-family conflict (Reimann et al., 2022). Figure 1 describes the research framework. Organizational Structure:
 - a. Rigid and Unfriendly Structure: Lack of balanced supervision and training.
 - b. Lack of Involvement in Decision-Making: Employees merely execute rules made by superiors. However, if decisions are detrimental, employees can suggest changes to their superiors.
6. Home-Work Interference:
 - a. Mixing Personal Problems with Work: Lack of support from a spouse.

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- b. Marriage Conflict: Stress from juggling two jobs.
- c. Dual Job Stress: Workload can be either a burden or enjoyable if one enjoys the tasks and responsibilities. However, if someone works solely for a high salary without gaining experience, their work may be subpar, leading to stress.

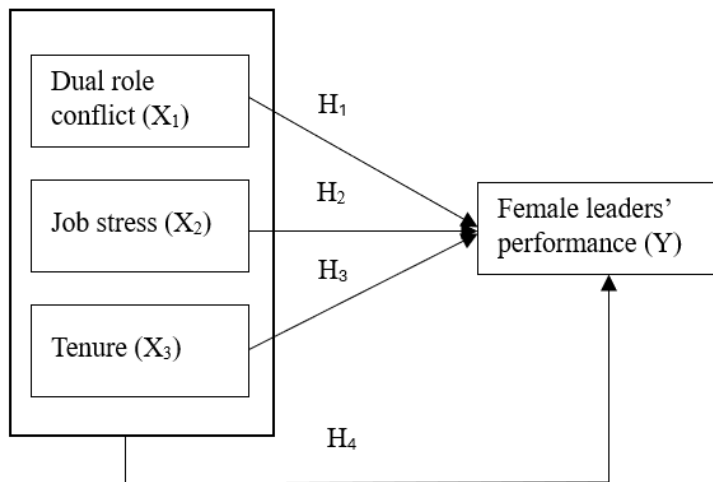


Figure 1. Research Framework

Hypothesis

- Ho1. Dual role conflict doesn't affect female leader performance.
- Ha1. Dual role conflict affects female leader performance.
- Ho2. Job stress doesn't affect female leader performance.
- Ha2. Job stress affects female leader performance.
- Ho3. Tenure doesn't affect female leader performance.
- Ha3. Tenure affects female leader performance.
- Ho4. Dual role conflict, job stress, and tenure don't affect female leader performance.
- Ha4. Dual role conflict, job stress, and tenure don't affect female leader performance.

III.METHOD

This research method was descriptive and quantitative (Sugiyono, 2017). Female leaders of Accor Hotels Group Indonesia did the unit analysis. The respondents are chosen by convenience sampling. The data were collected from October 2020 to March 2021. The independent variables are Dual Role Conflict (X_1), Job Stress (X_2), and Tenure (X_3). Meanwhile, the dependent variable was Female Leaders' Performance (Y). The data were analyzed using assessed validity and reliability, simple linear regression, t-test, multiple linear regression, and f-test.

IV. RESULTS AND DISCUSSION

Table 2 shows the result of multiple linear regression. According to the table, there are several conclusions that can be drawn:

1. Constant Value: The continuous value of 35.493 indicates that if the values of dual role conflict (X_1), job stress (X_2), and tenure (X_3) are zero, then the female leaders' performance value is 35.493 points.
2. Dual role conflict (X_1): The regression coefficient for the dual role conflict variable (X_1) is -0.244, which is harmful. There is an inverse relationship between female leaders' performance and dual role conflict. If the value of the dual role conflict variable increases by 1 point, the female leaders' performance value will decrease by 0.244 points.

Table 2. Results of Multiple Linear Regression Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std Error			
(Constant)	35.493	6.686		5.309	35.493
Dual role conflict (X_1)	-.244	.130	-.201	-2.105	-.244

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Job stress (X ₂)	-.138	.114	-.266	-2.329	
					-.138
Tenure (X ₃)	.478	.164	.503	2.910	.478
a. Dependent Variable: Female leaders' performance (Y)					

Source: Analyzed by the author, 2021

3. Job stress (X₂): The regression coefficient for the Job Stress variable (X₂) is -0.138, which is harmful. There is an inverse relationship between female leaders' performance and job stress. If the value of the job stress variable increases by 1 point, the female leaders' performance value will decrease by 0.138 points.
4. Tenure (X₃): The regression coefficient for the tenure variable (X₃) is 0.478, which is positive. There is a direct relationship between female leaders' performance and tenure. If the value of the tenure variable increases by 1 point, the female leaders' performance value will increase by 0.478 points.

Partial analysis (t-test)

The t-statistic test determines whether each independent variable has a significant partial effect on the dependent variable in the regression model. To determine whether each tested independent variable has an impact, a significance level of 0.05 is used, with degrees of freedom (df = 36) obtained from $df = (n - k - 1)$, where n is the number of respondents and k is the number of dependent variables. In this test, (n) = 36. Thus, the t-table value obtained is 1.691 with $(df = 36 - 1 - 1 = 34)$ for the two-sided test, with the testing criteria being if $t_{\text{calculated}} > t_{\text{table}}$, then H_0 is rejected, and H_a is accepted, and conversely if $t_{\text{calculated}} < t_{\text{table}}$ then H_0 is accepted, and H_a is rejected.

The effect of role conflict on employee performance

Based on the table above, it can be observed that the Role Conflict variable has a calculated t-value of -2.105 > t-table value of 1.691, with a significance value (sig) of 0.277 > 0.05. Partially, the dual role conflict variable has a negative and non-significant effect on female leaders' performance. H_0 is accepted, and H_{a1} is accepted, meaning that the dual role conflict variable partially has a negative and non-significant impact on female leaders' performance. Therefore, an increase in dual role conflict by one unit would decrease female leaders' performance.

The effect of job stress on employee performance

Table 2 describes that the job stress variable has a calculated t-value of -2.329 > t-table value of 1.691. The job stress variable has a negative and non-significant effect on female leaders' performance, with a significance value of 0.744 > 0.05. H_0 is accepted, and H_{a2} is rejected, meaning that the job stress variable partially has a negative and non-significant effect on female leaders' performance. Therefore, increasing job stress by one unit would lead to a decrease in female leaders' performance.

The effect of length of employment on employee performance

Table 2 describes that the tenure variable has a calculated t-value of 2.910 > t-table value of 1.691 with a significant value of 0.007 < 0.05. H_0 is rejected, and H_{a3} is accepted, meaning that the tenure variable partially has a positive and significant effect on female leaders' performance. Therefore, an increase in tenure would lead to an increase in female leaders' performance.

F Statistical Test (simultaneous)

Based on the table above, the calculated F-value of 3.834 is greater than the tabulated F-value of 2.90, and the significance value is 0.019, which is less than 0.05. The dual role conflict, job stress, and tenure variables significantly influence female leaders' performance.

Table 3. Results of F Statistical Test (simultaneous)

ANOVA					
	Sum of square	df	Mean Square	F	Sig
Regression	126.640	3	42.213	3.834	.019 ^b
Residual	352.360	32	11.011		
Total	479.000	35			
a. Dependent Variable: Female leaders' performance (Y)					
b. Predictors: (Constant), Tenure (X ₃),					
c. job stress (X ₂), dual role conflict (X ₁)					

Source: Data analyzed by the author, 2021

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Correlation Coefficient (R) Test

Table 4, the value of (R-square) obtained is 0.514. A moderate relationship between role conflict, job stress, and tenure influences female leaders' performance at Group Hotel Accor Indonesia.

Table 4. Correlation Coefficient (R) Test Results

Model Summary						
Model	R	R Square	Adj R Square	Std. Error of the Estimate	Durbin Watson	
1	.514 ^a	.264	.195	3.318	1.9115	
a. Dependent Variable: Female leaders' performance (Y) b. Predictors: (Constant), Tenure (X ₃), c. job stress (X ₂), dual role conflict (X ₁)						

Source: Data analyzed by the author, 2021

The Coefficient of Determination (R-Square)

Table 4 shows that the independent variables (dual role conflict, job stress, and tenure) contribute 26.4% to the dependent variable (female leaders' performance) at Group Hotel Accor Indonesia. Meanwhile, 73.6% is influenced or explained by other variables not included in this research model.

CONCLUSION

The dual role conflict variable (X₁) has a t-value of -2.105 > t-table 1.691 and a significance value of 0.277 > 0.05, indicating a negative and insignificant partial effect on female leaders' performance (Y). Female Hotel Leaders in the Accor Hotel Group in Indonesia experience dual role conflicts, such as anxiety at work due to concerns about their children at home, which disrupts their concentration and performance.

The job stress variable (X₂) has a t-value of -2.329 > t-table 1.691 and a significance value of 0.744 > 0.05, indicating a negative and insignificant partial effect on female leaders' performance (Y). This study suggests that Female Hotel Leaders in the Accor Hotel Group in Indonesia rarely experience heavy workloads, pressure, or unclear tasks and lack balanced job training.

The tenure (X₃) has a t-value of 2.910 > t-table 1.691 and a significance value of 0.007 < 0.05, indicating a positive and significant partial effect on female leaders' performance (Y). Female Hotel Leaders in the Accor Hotel Group in Indonesia possess the skills to perform their assigned tasks and maintain a professional attitude at work.

The independent variables (dual role conflict, work stress, and tenure) simultaneously affect and are significant to female leaders' performance, with an F-value of 3.834 > F-table 2.90 and a significance value of 0.019 < 0.05. When tested both partially and together, the tenure variable has a more significant impact on female leaders' performance than dual role conflict and job stress.

The findings align with previous studies, such as research by Iswari & Pradhanawati (2018), which showed a positive and significant simultaneous effect on the performance of female employees at PT. Phapros Tbk in Semarang. The indicators of family involvement affecting employee productivity were low, while job stress indicators like intergroup conflict and physical health were also low. This thesis confirms that the independent variables significantly impact female leaders' performance. However, the professional position in this study, being the highest position in a hotel, offers more flexibility compared to lower-level positions studied previously.

Female Hotel Leaders in the Accor Hotel Group generally have over 15 years of experience, enabling them to understand and manage their daily tasks effectively and balance work and family priorities. This research provides different perspectives compared to previous studies.

RECOMMENDATIONS

This research recommends improving hotel performance and creating a positive perception among guests or consumers; consider the following:

1. Dual role conflict: Female Hotel Leaders should work more professionally, avoiding mixing family issues with work to prevent impacting their performance. Leveraging technology, such as teleconferencing, to manage both work and family matters can help. Providing living quarters within the hotel for female leaders can also be beneficial. Management should allow flexible leave policies and family involvement in hotel events.
2. Job stress: Female Hotel Leaders should manage their rest schedules to prevent fatigue. Delegating tasks to the team can reduce workload and stress. Psychological support and training to handle interpersonal conflicts should be provided. Hotel management should ensure a balanced workload and regularly assess stress levels.

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3. Tenure: Management should recognize the experience of long-serving employees, balancing routine work with new challenges to prevent complacency. Regular evaluations and training can maintain high-performance levels.
4. Female leaders' performance: Regular performance evaluations and targeted training should be conducted. Recognizing and rewarding achievements can motivate Female Hotel Leaders to maintain high performance.
 - a. The research has several shortcomings and limitations that must be addressed in future studies. The research should include additional variables such as product quality, promotion, marketing strategies, and others to understand better the factors influencing female leaders' performance.

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