

Performance: A Role Analysis of Employee Dual Role Conflict and Psychological Capital

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Abstract

The manufacturing industry faces great challenges in achieving sustainable development. Optimal resource performance can support organizational productivity. The proposed research aims to find out how psychological capital and dual role conflict affect employee performance. The present research employs quantitative methods, utilizing an associative approach. The sampling method used a purposive sampling technique. The research sample consisted of 200 married female employees who met the criterion of having at least one child. The data analysis method was SPSS version 25 and a multiple linear regression approach. The measuring instruments used in this study are the dual role conflict scale, the Psychological Capital Questionnaire (PCQ), and a performance scale. The results of this study indicate that psychological capital and role conflict affect employee performance, both partially and simultaneously. The adjusted R^2 value of .455 suggests that these variables account for 45.5% of the variance in employee performance. The results of this study can help organizations focus on factors that contribute to dual role conflict and psychological capital, thereby improving employee performance.

Abstrak

Industri manufaktur menghadapi tantangan besar dalam mencapai pembangunan berkelanjutan. Kinerja sumber daya yang optimal dapat mendukung produktivitas organisasi. Penelitian yang diusulkan bertujuan untuk mengetahui bagaimana modal psikologis dan konflik peran ganda memengaruhi kinerja karyawan. Penelitian ini menggunakan metode yang bersifat kuantitatif, memanfaatkan pendekatan asosiatif. Metode pengambilan sampel dilakukan dengan menggunakan teknik purposive sampling. Sampel penelitian terdiri dari 200 karyawan wanita yang sudah menikah dengan kriteria memiliki setidaknya satu anak. Metode yang digunakan untuk analisis data adalah SPSS versi 25 dan pendekatan regresi linier berganda. Penelitian ini menggunakan tiga instrumen: skala konflik peran ganda, the Psychological Capital Questionnaire (PCQ), dan skala kinerja. Hasil penelitian ini menunjukkan bahwa modal psikologis dan konflik peran ganda memengaruhi kinerja karyawan, baik secara parsial maupun simultan. Nilai R^2 yang disesuaikan sebesar 0,455 menunjukkan bahwa 45,5% kinerja karyawan dipengaruhi oleh konflik peran ganda dan modal psikologis. Implikasi dari hasil penelitian ini dapat digunakan oleh organisasi untuk memperhatikan faktor-faktor yang berperan dalam konflik peran ganda dan modal psikologis, sehingga kinerja karyawan dapat meningkat.



INTRODUCTION

The company aims to make a profit through the success of its business operations. Employee performance is determined by comparing job outcomes to established standards (Davidescu et al., 2020). Employee performance is low when goals or standards are not met, but high when workers meet the company’s expectations (as cited in Busro, 2018). Employee performance serves as an indicator of success, demonstrating that both employees and organizations exhibit commendable performance (Iskandar et al., 2025).

To achieve the established goals and objectives, the organization will implement numerous initiatives to enhance employee performance (Ermayanti et al., 2022). When employees carry out their responsibilities according to the standards applied, work can run smoothly, be measured, and organized, enabling employee performance to meet desired expectations (as cited in Maden-Eyiusta & Alten, 2023).

A manufacturing company is one of the businesses that relies heavily on employee performance. Employee performance can help achieve the company’s monthly and annual targets. Company goals that must be met, both in terms of target achievement and business sustainability, require strong performance from employees. However, staff performance remains suboptimal (Gunawan, 2020). For example, based on the results of initial discussions with HRD of Company X, it was discovered that Company X experienced performance instability during 2024.

Table 1.
Example of Company X in 2024

Month	Target	Result of Performance Achievement	Achievement Level
1	100%	94.03%	Not Achieved
2	100%	81.05%	Not Achieved
3	100%	100%	Achieved
4	100%	74.04%	Not Achieved
5	100%	66.07%	Not Achieved
6	100%	89.09%	Not Achieved
7	100%	100%	Achieved
8	100%	96.02%	Not Achieved
9	100%	100%	Achieved
10	100%	100%	Achieved
11	100%	95.00%	Not Achieved
12	100%	97.05%	Not Achieved

As shown in Table 1, the company’s performance achievement targets are unstable, as indicated by fluctuating attendance. One factor that affects performance and makes it suboptimal is dual role conflict (Saraswati & Indian, 2023). Dual role conflict in a company can have a major impact on employee performance (as cited in Moreira et al., 2019).

In general, dual-role conflict can occur among both women and men. Research by Kim et al. (2020) indicates that women experience a dual role more frequently than men. This condition occurs because the role of men in everyday life is considered more flexible than that of women (Nawungkrida et al., 2024). The burden that tends to be greater on women as a result makes women more vulnerable to experiencing dual role conflict.

Dual-role conflict happens when an individual encounters discord between professional responsibilities and domestic obligations. Married female employees with children frequently encounter this problem (Riyanto & Juanah, 2020). Married women with kids tend to have more tasks and higher responsibilities than single women. In light of the prior knowledge, it can be said that dual role conflict occurs when two roles conflict due to the struggle to balance work and household demands simultaneously.

In the past, women typically played only the role of housewife, taking care of their husbands and children. However, today, many women have dual roles as workers and housewives (Vadila et al., 2024). The involvement of women in the industrial world has increased very rapidly. Based on the Statistics Indonesia report (as cited in “*Partisipasi Perempuan dalam Dunia Kerja Harus Terus Ditingkatkan*,” 2023), there are 52.74 million working women in Indonesia, representing 38.98% of the nation’s workforce. The increase in women’s participation in the world of work, including the manufacturing industry, certainly poses its own challenges, including its impact on performance.

Dual roles are very natural in this era, and some people can enjoy them. However, when individuals cannot adequately fulfill or enjoy these roles, conflict arises. Dual role conflict is more commonly experienced by women (Harismasakti & Munawati, 2021). Women who experience dual role conflict have less time because they have to adjust their time between family and work. They have to divide their time to carry out several different roles well.

Many families today rely on dual incomes, especially middle- and lower-class families, where the mother must also earn a living. They still have to maintain their traditional roles as wives and mothers at home. The reason women are more vulnerable to dual role conflict is that, in addition to engaging in external employment, they are responsible for caring for their families and homes, including children, and for fulfilling their roles as mothers and wives (Safrizal et al., 2020). These conditions result in women occupying two distinct statuses and roles, making them vulnerable to conflicts arising from these dual roles.

In initial interviews conducted in 2024 with Company X, researchers found that many married female employees frequently missed work, often citing sick children as the reason. The company tries to give a warning, but some time later tends to do the same thing again. This condition can reduce employee performance and prevent the company from achieving its employee performance targets. The prevailing conditions frequently lead the company to incur financial losses due to unmet targets. As a result, these disruptions reduced target achievement and increased operational costs (Aseanty & Anggriani, 2023).

Another factor that affects employee performance is psychological capital. Psychological capital refers to the positive psychological conditions individuals possess that strengthen cognitive processes and workers’ perceptions of the targets they can achieve (as cited in Kuroki & Shirinashihama, 2025). Psychological capital is a psychological resource that can help a person develop and support performance growth. It reflects the positive psychological traits individuals exhibit in their career development (as cited in Gray et al., 2020).

An individual possessing substantial psychological capital tends to have energy and will put maximum effort into their work even over a long period of time (Triccia & Satiningsih, 2020). Individuals with high psychological capital can achieve their goals because they possess willpower, devise solutions to challenges, create internal contributions, have positive expectations of outcomes, respond favorably, and persist in the face of adversity. Psychological capital is closely related to individual performance. When an employee strives for success, their performance will continue to improve (Jannah et al., 2018).

Based on research conducted on 417 employees of luxury hotels in China, psychological capital is recognized as having an important impact on improving employee performance (Huang et al., 2020). Psychological capital is considered an important resource for employees, as work in the manufacturing industry requires achieving production targets. Good psychological capital can have a substantial impact on employee performance. Based on the initial research conducted at Company X, researchers found that employees still experience problems related to psychological capital. These problems appear in decreased performance, frequent lateness or absenteeism, and unmet production targets. This description shows that dual-role conflict factors and psychological capital in Company X cause performance problems.

The economy is the main factor that encourages women to enter various informal work sectors and carry out dual roles (Al Faruq & Esa, 2018). Unbalanced dual roles cause conflict and are a major factor in the decline in employee performance (Safitri & Agustin, 2023). The inability to balance the roles of housewife and worker leads to frequent absences, resulting in lower targets and non-achievement of performance goals (Roboth, 2015). Research by Martha and Prahasta (2023) found that employee performance is strongly affected by dual-role conflict. Properly resolved dual role conflict can improve employee performance (Pangaribuan et al., 2024).

Psychological capital plays an important role in helping employees navigate work-related challenges that influence performance (Ayuningtyas et al., 2022). Employees with elevated psychological capital generally have superior performance management capabilities (Triccia & Satiningsih, 2020). Psychological capital can help mitigate the negative impact of performance decline by providing mental and emotional strength to meet various demands from work and family (Chen et al., 2024).

Research by Triccia and Satiningsih (2020) found that psychological capital positively and significantly influences employee performance. Psychological capital can help employees become more confident, set clear expectations, maintain a positive outlook on the future, and bounce back from pressures and difficulties, thereby improving performance (Jofani & Raudatussalamah, 2023). Employee performance is positively influenced by psychological capital, according to research conducted by Liao et al. (2022) on 48 Taiwanese life assurance companies. Thus, the higher a worker's psychological capital, the better their performance. Based on the analysis of the background issues, the objective of this research is to analyze the influence of role conflict and psychological capital on employee performance at Company X.

METHODS

This study used quantitative methods to test hypotheses and examine relationships among two or more variables. An associative quantitative technique was applied to assess the relationship or influence between these factors. The population, defined as a generalized category consisting of items or individuals with specific numbers and attributes selected by the researcher for analysis before concluding (Sugiyono, 2019), consisted of 400 married employees of Company X. The sampling technique used was purposive sampling, which is the selection of samples based on predetermined criteria or considerations (Sugiyono, 2019).

The criteria considered were that the employee had dual roles as an employee and as a wife and mother with at least one child. Using the Slovin formula, a sample of 200 employees was generated. This study collected responses through printed questionnaires distributed to Company X employees. Data were analyzed using SPSS version 25, employing descriptive statistics, classical assumption testing, and hypothesis testing.

The dual role conflict scale was adapted from Silvia (2023) and consisted of 19 items, with a Cronbach's alpha of .851. Construct validity test results ranged from .358 to .830, exceeding the *r*-

table value of .138. This scale was developed from the dual-role conflict aspects proposed by Greenhaus and Beutell, which consist of time-based, strain-based, and behavior-based conflict.

The Psychological Capital Questionnaire (PCQ) consisted of 19 items adapted from Agustini (2021) with a Cronbach's alpha of .894 and validity coefficients ranging from .448 to .849. The scale measured four dimensions of psychological capital: self-efficacy, hope, resilience, and optimism.

The performance scale, adapted from Quraisyi (2022), comprised 27 items with validity coefficients ranging from .336 to .877 and a Cronbach's alpha of .918. This instrument assessed five performance dimensions: quality, quantity, punctuality, attendance, and teamwork.

RESULTS

Participants in this study were 200 employees of Company X. All respondents were married women with at least one child. Researchers collected data by distributing printed questionnaires to the participants.

Table 2.
General Description of Respondents ($N = 200$)

Variable	Category/Range	Frequency (n)	Percentage (%)
Gender	Female	200	100.0
Age (years)	20–29	49	25.2
	30–39	64	31.7
	40–49	42	20.8
	50–60	45	22.3
Income (IDR)	1,000,000–1,500,000	34	17.8
	1,600,000–2,000,000	144	71.3
	2,100,000–2,500,000	22	10.9
Length of Service (years)	< 1	51	26.2
	1–5	127	62.9
	5–10	22	10.9
Number of Children	1–2	134	67.0
	3–4	48	24.0
	> 4	18	9.0

As presented in Table 2, the study included 200 female respondents. Most respondents had one to two children ($n = 134$), while 18 respondents reported having more than five children. The largest age group of respondents was aged 30 to 39 years ($n = 64$). This age group showed the highest level of productivity because they were in an energetic phase and had extensive work experience.

The majority of respondents earned salaries between IDR 1,600,000 and IDR 2,000,000 ($n = 144$). A smaller group ($n = 34$) earned lower salaries of around IDR 1,000,000 to IDR 1,500,000 because they were still in the training phase. Meanwhile, 22 respondents reported higher salaries between IDR 2,100,000 and IDR 2,500,000, corresponding to respondents with 5–10 years of work experience.

Most respondents had worked for between one and five years ($n = 143$). Meanwhile, 34 respondents had worked for less than one year, and 23 had worked for 5–10 years. Employees with 1–5 years of service were more likely to have sufficient experience for optimal performance compared to new employees. Employees with more than 5 years of service may be high performers, but they are relatively few.

Table 3.
Categorization of Research Variables ($N = 200$)

Variable	Category	Interval	Frequency (n)	Percentage (%)
Dual Role Conflict	Very low	$X < 38$	16	8.0
	Low	$38 \leq X < 57$	23	11.5
	Moderate	$57 \leq X < 76$	81	40.5
	High	$76 \leq X < 95$	56	28.0
	Very high	$X \geq 95$	24	12.0
Psychological Capital	Very low	$X < 38$	3	1.5
	Low	$38 \leq X < 57$	27	13.5
	Moderate	$57 \leq X < 76$	73	36.5
	High	$76 \leq X < 95$	74	37.0
	Very high	$X \geq 95$	23	11.5
Job Performance	Very low	$X < 54$	6	3.0
	Low	$54 \leq X < 81$	24	12.0
	Moderate	$81 \leq X < 108$	98	49.0
	High	$108 \leq X < 135$	79	39.5
	Very high	$X \geq 135$	3	1.5

According to the data categorization, most respondents ($n = 81$; 40.5%) experienced moderate dual role conflict, while 56 respondents (28.0%) reported high dual role conflict. In contrast, 16 respondents (8.0%) were in the very low category, 23 (11.5%) in the low category, and 24 (12.0%) in the very high category. These findings indicate that the majority of female factory employees face challenges balancing work and family responsibilities.

A significant percentage of respondents ($n = 73$; 36.5%) were in the moderate category for the psychological capital variable, followed by the high ($n = 69$; 34.5%) and very high ($n = 23$; 11.5%) categories. Conversely, 10 respondents (5.0%) fell into the very low category, while 25 respondents (12.5%) were in the low category.

For the performance variable, a large proportion of respondents ($n = 98$; 49.0%) were in the moderate category, followed by the high ($n = 79$; 39.5%) and low ($n = 24$; 12.0%) categories. A small number of respondents were in the very high category ($n = 3$; 1.5%), while six (3.0%) were in the very low category. These results reveal that some employees perform at an inferior level, while most perform at an acceptable level.

Table 4.
Normality Test ($N = 200$)

Statistic	Value
Kolmogorov-Smirnov Z	1.598
p	.112

Table 4 presents the results of the normality test, including the criteria used to assess data normality. If the significance value (p) exceeds .05, the residual data can be considered normally distributed. The results of the normality test show a p -value of .112, which exceeds the .05 threshold, indicating that the residuals in this study are normally distributed. The regression model used meets the assumption of normality, so the analysis conducted in this study is reliable and can be used for further hypothesis testing.

Table 5.
Heteroskedasticity Test ($N = 200$)

Variable	<i>p</i>
Dual Role Conflict	.537
Psychological Capital	.059

In Table 5, the condition criteria used to determine heteroscedasticity are: if the *p*-value is greater than .05, heteroscedasticity is absent, indicating that the regression model meets the homogeneity assumption. If the *p*-value is less than .05, heteroscedasticity is present, indicating unequal residual variances in the regression model.

The test results in Table 5 indicate no heteroscedasticity in these variables, as indicated by a *p*-value of .059, which is greater than .05. This suggests that the residual variance in this regression model is relatively constant and that the model can be considered valid.

Table 6.
Multicollinearity Test

Variable	Tolerance	VIF
Dual Role Conflict	.888	1.126
Psychological Capital	.888	1.126

A tolerance value below .10 and a VIF above 10 in a multicollinearity test indicates a multicollinearity problem. If the tolerance value is above .10 and the VIF is below 10, there is no substantial multicollinearity problem. The tolerance values for both independent variables, namely dual role conflict and psychological capital, are .888, which is above .10. The VIF values for both variables are 1.126, which are less than 10. The results indicate that there is no multicollinearity in the regression model, as the tolerance value and VIF meet the requirements. This indicates a lack of strong relationships among the independent variables, allowing independent analysis of each variable's influence.

Table 7.
F-Test

<i>df</i>	<i>F</i>	<i>p</i>
2	83.610	< .001

Table 7 shows that the estimated *F* value of 83.610 exceeds the tabulated *F* value of 3.03 at the .000 significance level, which is less than .05. This indicates that dual role conflict and psychological capital simultaneously have a significant impact on employee performance. The results of the study indicate that the hypothesis stating that dual role conflict (X_1) and psychological capital (X_2) simultaneously affect employee performance is valid. Higher psychological capital and lower dual-role conflict among employees are positively associated with their performance. Conversely, if psychological capital is low and dual role conflict is high, employee performance tends to decline.

Table 8.
Multiple Linear Regression Analysis

Predictor	Unstandardized Coefficients (B)	Standardized Coefficients (β)	t	p
(Constant)	47.824	-	6.872	< .001
Dual Role Conflict	-0.407	-.319	-6.054	< .001
Psychological Capital	0.734	.632	11.982	< .001

Table 8 presents the results of the regression analysis, which indicate that dual role conflict has a negative and significant impact on employee performance, as evidenced by a regression coefficient of -0.407 and a *p*-value of < .001. This supports the research hypothesis that dual-role conflict negatively affects employee performance. The negative coefficient indicates that an increase in employees' dual role conflict is associated with a decrease in their performance.

The regression equation obtained was:

$$Y = 47.824 - 0.407X_1 + 0.734X_2 \quad (1)$$

where *Y* represents performance, *X*₁ represents dual role conflict, and *X*₂ represents psychological capital.

Based on the regression equation, the constant value obtained is 47.824, which means that if both independent variables are zero (constant), then the dependent variable is 47.824. The regression coefficient value on *X*₁ is negative (*b* = -0.407), meaning that if dual role conflict increases, it can cause performance to decrease, and vice versa, if dual role conflict decreases, it can cause performance to increase. The result of the coefficient calculation on *X*₂ is positive (*b* = 0.734), meaning that if there is an increase in psychological capital, there will be an increase in performance. Dual role conflict provides a partial contribution to performance of 40.7%, while psychological capital provides a partial influence on performance of 73.4%.

Table 9.
Coefficient of Determination (*R*²) Test

<i>R</i>	<i>R</i> ²	Adjusted <i>R</i> ²	Std. Error of the Estimate
.679	.460	.455	9.044

The correlation coefficient (*R*) value in Table 9 was .679, indicating a significant correlation between dual role conflict and psychological capital on employee performance. This means that when these two variables change, employee performance also tends to change significantly. The coefficient of determination (*R*²) value of .460 indicates that 46% of the variation in employee performance can be explained by dual role conflict and psychological capital together. The remaining 54% of the variance is influenced by variables not examined and not included in the study. Variations in these two variables essentially play a significant role, but there are still other external factors that can also affect employee performance. The adjusted *R*² value of .455 adjusts the results to the number of model variables, and the results are not significantly different, which means the model is still quite stable.

The standard error of estimation (SEE) of 9.044 indicates how far the model's predictions deviate from the actual values. A lower SEE indicates a better prediction model, and 9.044 is considered reasonable, depending on the performance scoring units used. These results indicate that psychological capital and dual role conflict simultaneously have a partial effect on employee performance.

Regression equation (1) shows that psychological capital has a positive coefficient value, while role conflict has a negative coefficient value. Based on this, if all other factors remain the same, employee performance will increase by 0.734 units for every one-unit increase in psychological capital and decrease by 0.407 units for every one-unit increase in role conflict.

DISCUSSION

The results of the research indicate that dual role conflict has a significant effect on employee performance. The regression analysis resulted in a negative coefficient and a significant *p*-value, indicating that multiple role conflicts have a significant impact on employee performance. The hypothesis was validated, confirming that multiple role conflicts significantly affect employee performance. A negative coefficient indicates that an increase in multiple role conflicts correlates with a decrease in employee performance. In other words, when an employee experiences an increasing conflict between work and personal life, it is more likely that they will have difficulties in completing their tasks properly, which can have an impact on performance.

The results of this study align with the concept that dual role conflict occurs when an individual experiences pressure between work demands and family responsibilities that are difficult to balance (Akbar & Kartika, 2016). When pressure increases, employees can experience physical and emotional exhaustion, which can reduce their effectiveness at work.

Dual role conflict occurs when work responsibilities clash with family demands. Married employees have two major commitments in their lives: work and family (Sari et al., 2021). When the demands between roles are not managed effectively, individuals experience psychological stress, fatigue, and ultimately decreased performance at work. These conflicts cause emotional disturbances and decreased concentration, resulting in suboptimal work performance (Ratnawati & Umah, 2025).

Referring to a previous study conducted at a company in Makassar, it was found that dual role conflict can reduce employee performance (Vadila et al., 2024). Increasing dual role conflict among female employees correlates with decreased performance. This result is also supported by research conducted by Nugrahaningsih and Irmawati (2022), which shows that dual role conflict has a significant impact on employee performance. Increasing dual role conflict can lead to decreased performance, as this situation arises from expectations and role burdens that cannot be managed effectively.

This finding is also in line with the views of Greenhaus and Beutell (as cited in Vemidayanti, 2015), who stated that conflict in individuals arises from work stress that is not commensurate with family pressure. The greater the family and work pressures, the higher the risk of decreased employee performance. Conversely, if the stress experienced is low and balanced, employee performance can improve.

Greenhaus and Beutell (as cited in Vemidayanti, 2015) state that internal conflict arises when work pressures are not aligned with family pressures. This imbalance can stem from various factors, such as high workloads, excessive time demands, and differing expectations from superiors at work and family members at home. If a female employee faces heavy work demands while simultaneously carrying significant family responsibilities, she is likely to experience greater stress, ultimately negatively impacting her performance.

Dual role conflict can lead to various psychological and physical impacts, such as prolonged stress, emotional exhaustion, and even decreased work motivation. As a result, work productivity declines, absenteeism increases, and job satisfaction and commitment to the organization decline. On the other hand, if an employee is able to manage their time and responsibilities well and receives support from both the work environment and family, the resulting conflict can be minimized. When work

and family pressures can be balanced or at least not too conflicting, employees will have a more stable psychological condition so that they can work more optimally (Olivia & Frianto, 2020).

The findings of this study also indicate that psychological capital produces a regression coefficient with a positive constant value, meaning that performance variables will increase if psychological capital variables increase. This implies that psychological capital has a significant and positive effect on employee performance. A positive regression coefficient indicates that an increase in psychological capital among employees is correlated with an increase in performance. These results confirm the hypothesis that psychological capital has a positive impact on employee performance. Employees' ability to contribute to the successful completion of activities and improve their performance increases with the amount of psychological capital they possess.

Research findings indicate that dual role conflict and psychological capital jointly contribute to variations in employee performance. This suggests that both factors play a significant role in shaping employee performance. However, other external factors not examined in this study can also influence performance outcomes.

Research by Agustine and Suhana (2022) at an educational institution in Semarang, which showed that psychological capital positively influenced employee performance, also supports this study's findings. High psychological capital can improve employee performance, while low psychological capital can decrease employee performance.

Psychological capital has four dimensions: self-efficacy, optimism, hope, and resilience. The concept of psychological capital has recently become a frequent focus of research in the field of constructive organizational behavior (as cited in Sadq et al., 2020). Employees with high psychological capital will have a higher level of confidence in their ability to complete tasks, face obstacles with a positive outlook, and persevere under pressure (Jofani & Raudatussalamah, 2023). This can help them be more productive and perform optimally in the workplace.

The results of this study correlate with previous research showing that psychological capital has a positive effect on employee performance (Putri & Kistyanto, 2019). This finding strengthens the argument that developing psychological capital can be a strategy for increasing organizational productivity.

Based on data categorization, the majority of female employees at the factory face stress due to the conflict between work demands and domestic responsibilities. The majority of respondents felt conflict at a moderate to high level, indicating that the division of roles between home and work remains unbalanced. Such conditions are common for women who also have responsibilities as mothers and wives, especially if the workload is heavy or there is a shift system. Despite this, the majority of employees appear to possess quite good psychological capital, which means they are enthusiastic, can think positively, and are resilient enough to handle pressure. These positive psychological resources significantly help them maintain their performance even in challenging situations.

This condition is quite in line with the performance data, most of which are at the productive level. That is, even if they experience multiple role conflicts, many of them are still able to get the job done well, as long as employees have a strong mentality and positive attitude, they can still be productive. However, there are still some who experience obstacles in work performance. This may be influenced by too high a level of role conflict or low psychological endurance in the face of stress. If the company desires a more significant improvement in employee performance in the future, it may consider policies or programs that can reduce the level of role conflict, including creating a healthier work environment for employees.

CONCLUSION

Based on the research results, employee performance at Company X is significantly influenced by psychological capital and dual role conflict. An increase in psychological capital is likely to be followed by an increase in performance, while any increase in dual role conflict is likely to be followed by a decrease in performance. Psychological capital and dual role conflict contribute to performance, but so do other factors not covered in this study. This study only investigated the relationship between psychological capital and dual role conflict on employee performance and ignored other potentially influential variables. Therefore, it is recommended to expand the scope of the variables studied in future research. The conclusions of this study may not be generalizable to other industries or geographic regions. However, we can recommend that Company X improve employee performance by examining the influence of psychological capital and dual role conflict.

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