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The Impact of Workload and Role Conflict on Job Stress among Civil Servant Nurses at Mutiara Sukma Mental Hospital, West Nusa Tenggara

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A B S T R A C T

This research aims to evaluate the influence of workload and role conflict on employee job stress. Adopting a quantitative approach, data were assembled using survei instruments distributed among 95 respondents within the organizational setting. The variables investigated comprised workload and role conflict as independent variables, and job stress as the dependent variable. Data analysis was executed using multiple linear regression assisted by IBM SPSS Statistics 23. The findings reveal that workload and role conflict have a positive and significant effect on the escalation of job stress. These outcomes demonstrate the critical relevance of successful task management and role clarity in mitigating psychological pressure in the workplace.

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INTRODUCTION

Human resources (HR) serve as the driving force behind organizational performance, both in private institutions and in public service entities such as hospitals. Effective HR management is not only essential for enhancing employee productivity and satisfaction but also crucial for ensuring the long-term sustainability and competitiveness of an organization (Dessler, 2023; Sugiyono, 2019). In the healthcare sector in particular, HR—especially nurses—play an indispensable role in delivering quality care (Oweidat et al., 2024). The optimal performance of nurses is closely linked to a supportive work environment, including appropriate workload allocation and clarity in professional roles (Pereira et al., 2024). Failure to address these aspects may result in reduced productivity, diminished service quality, and elevated work-related stress.

Workload, whether physical or mental, is a key concern in workforce performance. Excessive workload can lead to fatigue, stress, and eventually burnout, whereas insufficient workload may lower motivation and engagement (Wulantika et al., 2023). In the context of psychiatric hospitals, this issue becomes particularly sensitive. Nurses are required to provide intensive care not merely to fulfill patients' basic necessities but likewise to address their psychological well-being, often in emotionally demanding situations (Halvorsen et al., 2022). Unequal distribution of workload across units or among nurses can hinder service quality, teamwork, and patient care outcomes (Banda et al., 2022). Furthermore, role conflict—where individuals face incompatible demands from multiple roles—has emerged as a significant contributor to job stress, particularly in institutions where personal and professional expectations often collide.

Job stress among nurses in mental healthcare settings is a multifaceted phenomenon influenced by numerous factors (Cybulska et al., 2022). Such stress may arise from high patient demands, time pressure, inadequate support, as well as ambiguous or conflicting roles (Kaihlanen et al., 2023). While moderate stress levels can act as a motivational driver, excessive and prolonged stress is likely to impair job performance and jeopardize the physical and psychological health of healthcare professionals. In extreme cases, chronic stress may lead to psychological disorders, such as anxiety and depression, ultimately undermining organizational effectiveness.

Mutiara Sukma Mental Hospital, located in Mataram City and regulated under Regional Regulation No. 51 of 2019 (revised by Regulation No. 7 of 2021), is a specialized healthcare institution providing comprehensive psychiatric care and rehabilitation. With a clear mandate to deliver mental health services to underprivileged communities, the hospital heavily relies on its nursing workforce to fulfill this mission. Preliminary observations and data indicate that many nurses in this facility experience significant stress due to high workloads and unresolved role conflicts. Reports of task completion delays, poor communication, and overlapping responsibilities between personal and professional roles suggest the presence of systemic issues affecting the work environment.

Although concerns regarding job stress among psychiatric hospital nurses are increasingly recognized, empirical research specifically examining the

interactive effects of workload and role conflict in this unique healthcare setting remains limited. This investigation seeks to reconcile that discrepancy through investigating the influence of workload and role conflict on job stress among nurses at Mutiara Sukma Mental Hospital. Focusing on mental healthcare professionals in a government institution in eastern Indonesia, this research contributes to both theoretical enrichment and practical understanding of occupational stress in specialized clinical environments. The findings are expected to provide valuable guidance for hospital administrators and policymakers in designing targeted interventions to enhance nurse well-being and service quality. Ultimately, this study aims to address how workload and role conflict affect job stress levels among psychiatric hospital nurses, and to what extent these factors can be mitigated through improved human resource management practices.

THEORETICAL REVIEW

Workload

Workload refers to the amount of tasks or responsibilities that an individual is required to complete within a given period, which—when exceeding the individual's physical or psychological capacity—can lead to pressure or job-related stress (Munandar, 2022). Workload can be categorized into two types: quantitative workload, which relates to the volume of tasks to be completed, and qualitative workload, which pertains to the complexity or difficulty level of the work (Widodo, 2021). Key indicators of workload include the volume of assignments, the time available for task completion, the degree of task difficulty, and the level of concentration and responsibility required. An imbalanced workload is often a primary cause of job stress, fatigue, and declines in performance and job satisfaction. Therefore, effective workload management is essential to sustaining employee productivity and well-being.

Role Conflict

Role conflict refers to a condition in which an individual experiences pressure due to encountering incompatible or contradictory role demands in the workplace, resulting in psychological discomfort and reduced work effectiveness (Ivancevich et al., 2023). Such conflict commonly arises when there is a misalignment between the expectations of supervisors, colleagues, and the individual's personal role. Indicators of role conflict include inconsistencies in role expectations, ambiguity regarding role responsibilities, conflicting accountabilities, and difficulties in meeting demands from multiple parties. Persistent role conflict can lead to job stress, diminished job satisfaction, lower organizational commitment, and even turnover intentions. Therefore, role clarity and effective communication are essential in mitigating the level of role conflict within the workplace.

Job Stress

Job stress is a state of physical and emotional tension that arises when job demands do not align with an employee's abilities, resources, or needs, potentially

impairing individual performance and well-being (Robbins & Judge, 2017). Indicators of job stress include fatigue, decreased motivation, emotional strain, and impaired concentration. Factors influencing job stress encompass overburdened tasks, strict deadlines, role discrepancies, unclear resposibility, and insufficient social support in the workplace (Greenberg & Baron, 2021). High workloads may lead to both physical and mental exhaustion, whereas role conflict occurs when individuals face incompatible or unclear role demands, triggering psychological tension. Understanding the sources of job stress is essential for designing effective interventions to enhance employee well-being and productivity.

The Effect of Workload on Job Stress

The impact of workload on job stress has been a central focus in organizational behavior studies, as high job demands can directly influence employees' psychological well-being. Research conducted by Rustandi et al. (2023) revealed that workload has a positive and significant effect on job stress among married female employees in a health insurance company, where heavy workloads heightened psychological pressure due to the dual roles they perform. Similarly, a study by Wanboko et al. (2023) found that workload exerts a positive and significant influence on job stress among employees of PT. BPR Millenia, particularly when the volume of work exceeds individual capacity. Although both studies confirm a positive relationship, Rustandi et al. (2023) emphasize the additional burden of multiple roles outside the workplace, while Wanboko et al. (2023) highlight the purely organizational aspect of workload. This comparison indicates that workload contributes to job stress not only due to internal organizational demands but also through its interaction with employees' external roles, making its effect context-dependent. These findings reinforce the notion that the greater the perceived workload, the higher the likelihood of experiencing job stress. Based on this discussion, the first proposed assumption is formulated as follows:

H1 : Workload has a positive and significant effect on job stress among Civil Servant Nurses at Mutiara Sukma Mental Hospital, West Nusa Tenggara

The Effect of Role Conflict on Job Stress

Role conflict is one of the psychosocial factors proven to elevate job stress levels, particularly when individuals encounter incompatible or ambiguous role demands. An investigtion carried out by Lismawati et al. (2022) revealed that role conflict has a positive and a notbale impact on job stress among auditors at the Inspectorate Office of Bengkulu Province, where differing expectations from multiple parties created considerable mental pressure. Similarly, research by Astuti & Rizana (2022) indicated that role conflict positively and significantly affects job stress among employees of PT. Sinarmas Multifinance, Kebumen Branch. While both studies underline the significant role of conflicting expectations, Lismawati et al. (2022) focus on the public sector context with bureaucratic accountability, whereas Astuti & Rizana (2022) demonstrate similar patterns in a private-sector financial institution. This contrast suggests that role conflict universally increases stress across organizational settings, though the sources of conflicting demands may differ depending on the sector.

These findings suggest that role misalignment and overlapping responsibilities can exacerbate employees' psychological strain. Based on these insights, the following proposition is formulated as follows:
H2: Role conflict has a positive and significant effect on job stress among Civil Servant Nurses at Mutiara Sukma Mental Hospital, West Nusa Tenggara

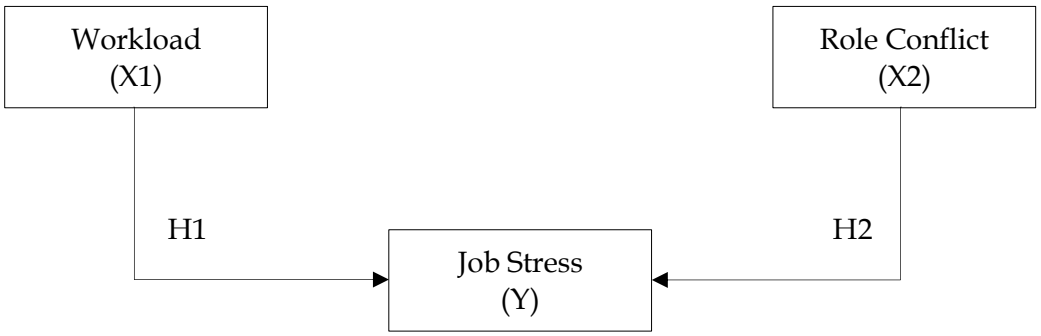


Figure 1. Conceptual Framework

METHODOLOGY

This investigation applied a quantitive approach with an associative research design to examine the relationships between workload, role conflict, and job stress among nurses. The research was conducted at Mutiara Sukma Mental Hospital in West Nusa Tenggara, Indonesia, selected for its dynamic work environment and high concentration of mental health professionals. The study population comprised 125 nurses, from which a sample of 95 respondents was drawn through the implementation of a simple random sampling procedure and the Slovin formula, applying an acceptable margin of error of 5%.

First-hand data were obtained via a structured instrument utilizing a Likert scale, covering three variables: workload, role conflict, and job stress. The questionnaires were distributed directly to the selected respondents. Supporting data were obtained through observation and documentation, including organizational structure and work schedules. The analysis was conducted systematically in several steps. First, instrument validity was tested to ensure that each item measured the intended construct. Second, reliability testing was carried out to confirm the internal consistency of the measurement scales. Third, after the instruments met validity and reliability standards, multiple linear regression analysis was performed to examine the structural relationship between workload, role conflict, and job stress. The data were analyzed through performed using multiple linear regression analysis in order to assess the influence of the independent variables (workload and role conflict) on the response variable (job stress), ensuring validity and reliability through standard statistical tests. Data processing for this study was carried out with the assistance of IBM SPSS Statistics 23.

RESULTS

Validity Test

The validity assessment was carried out in order to assess the degree to which every statement item in the variables Workload (X1), Role Conflict (X2),

and Job Stress (Y) accurately measures the intended construct (Sugiyono, 2019). This assessment employed the product-moment correlation of Pearson technique in relation to the score of each item and the cumulative score of the respective construct. An item is deemed valid when the obtained correlation coefficient (r-count) exceeds the critical value from the correlation table (r-table). Engaging as many as 95 respondents (n = 95), the degrees of freedom (df) are determined as $n - 2 = 93$. Based on this degree of freedom, the r-table value at a significance level of $\alpha = 0.05$ is 0.1698.

Table 1. Validity Test Results

Workload							
Item	**r-table**	**r-count**	**Remark**	**Item**	**r-table**	**r-count**	**Remark**
X1.01	0,1698	0,714	Valid	X1.05	0,1698	0,623	Valid
X1.02	0,1698	0,783	Valid	X1.06	0,1698	0,682	Valid
X1.03	0,1698	0,587	Valid	X1.07	0,1698	0,846	Valid
X1.04	0,1698	0,514	Valid	X1.08	0,1698	0,605	Valid
Role Conflict							
Item	**r-table**	**r-count**	**Remark**	**Item**	**r-table**	**r-count**	**Remark**
X2.01	0,1698	0,651	Valid	X2.05	0,1698	0,662	Valid
X2.02	0,1698	0,638	Valid	X2.06	0,1698	0,646	Valid
X2.03	0,1698	0,685	Valid	X2.07	0,1698	0,747	Valid
X2.04	0,1698	0,675	Valid	X2.08	0,1698	0,605	Valid
Job Stress							
Item	**r-table**	**r-counr**	**Remark**	**Item**	**r-table**	**r-count**	**Remark**
Y.01	0,1698	0,725	Valid	Y.06	0,1698	0,700	Valid
Y.02	0,1698	0,762	Valid	Y.07	0,1698	0,738	Valid
Y.03	0,1698	0,791	Valid	Y.08	0,1698	0,820	Valid
Y.04	0,1698	0,698	Valid	Y.09	0,1698	0,738	Valid
Y.05	0,1698	0,689	Valid	Y.10	0,1698	0,620	Valid

Source: Processed Data using IBM SPSS Statistics 23

Referring to the findings of the validity test using Pearson correlation analysis for all items across the three variables, it was found that every item in the Workload (X1), Role Conflict (X2), and Job Stress (Y) variables had an the calculated r-value exceeds the r-table value (0.1698). Therefore, all items are deemed valid and appropriate for use as measurement instruments in this study.

Reliability Test

The reliability assesment was carried out to evaluate the coherence within the measurement tool by employing Cronbach's Alpha coefficient (Sugiyono, 2019). An instrument is deemed reliable when the Cronbach's Alpha coefficient

exceeds 0.70. The following table presents the outcomes of the reliability analysis for each construct in this study:

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Remark
Workload (X1)	8	0,841	Reliable
Role Conflict (X2)	8	0,816	Reliable
Job Stress (Y)	10	0,901	Reliable

Source: Processed Data using IBM SPSS Statistics 23

Based on the reliability test results, all variables in this study recorded Cronbach's Alpha values above the threshold of 0.70. This indicates that the measurement instruments for the variables Workload, Role Conflict, and Job Stress demonstrate high reliability and internal consistency, making them suitable for application in further research.

Normality Test

The test of normality was carried out to assess if the residuals within the regression framework were follow a normal distribution (Ghozali, 2021). Such testing is essential to satisfy one of the underlying assumptions within linear regression analysis. Within the present research, the normality assessment was conducted through the One-Sample Kolmogorov-Smirnov procedure applied to the residual values. The data are considered normally provided that the significance level (Asymp. Sig.) is higher than 0.05.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		95
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	4.63674412
Most Extreme Differences	Absolute	.112
	Positive	.112
	Negative	-.095
Test Statistic		.112
Asymp. Sig. (2-tailed)		.210[c]

Source: Processed Data using IBM SPSS Statistics 23

The findings of the results of the Kolmogorov-Smirnov test reported a significance value of 0.210 (> 0.05), which implies that the residuals are can be

considered as following a normal distribution. Therefore, the assumption of normality for the regression model is satisfied.

Multicolliniearity Test

The test of multicolinierity was conducted to examine the existance of a high association between the predictor variables within the regression framework (Ghozali, 2021). Severe predictor redundancy can distort the estimation of regression parameters. The assessment was performed by evaluating the Tolerance and Variance Inflation Factor (VIF) values. The regression is regarded as unaffected by multicollinearity if the tolerance score is higher than 0.10 and the VIF value is under 10.

Table 4. Multicolliniearity Test Results

Coefficients

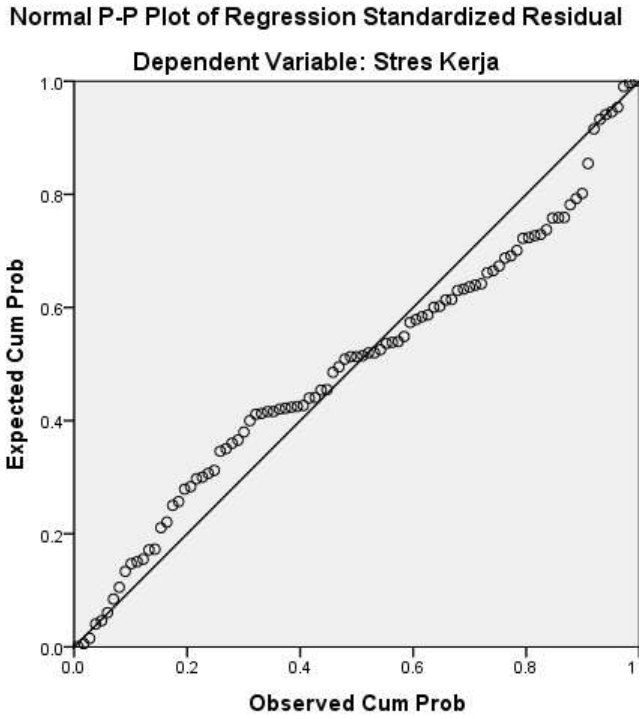
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Workload	.560	1.787
	Role Conflict	.560	1.787

Source: Processed Data using IBM SPSS Statistics 23

The multicollinearity test results show that both independent variables have a Tolerance value of 0.560 and a VIF value of 1.787, which fall within the acceptable range (Tolerance > 0.10; VIF < 10). Therefore, the framework may be concluded judge as not affected from multicollinearity issues.

Heteroscedasticity Test

The heteroscedasticity test was performed to identify whether there exists an heterogeneous variance of residual terms throughout the explanatory variable values of the regression model (Ghozali, 2021). The presence of heteroscedasticity can lead to inefficient parameter estimations. For the purpose of this study, the test was conducted through the scatterplot technique, in which the residual terms are graphed in relation to the estimated values. If the plotted dots appear dispersed distributed irregularly without showing a discernible systematic form, hence it can be drawn that the model does not suffer from heteroscedasticity issues.



Source: Processed Data using IBM SPSS Statistics 23

Figure 2. Heteroscedasticity Test Results

Based on the *Normal P–P Plot of Regression Standardized Residual* for the work stress variable, the plotted values appear to be fall close to the diagonal reference line, which shows that the residual values are meet the assumption of normality. This pattern demonstrates the absence of systematic deviations in the data, thereby confirming that the normal distributio assumption under the regression model is fulfilled.

t-Test (Partial)

The t-test aims to examine the partial contribution of each explanatory variable on the dependent variable. With a sample size of 95 and three variables, the degrees of freedom (df) are calculated as 95 – 3 = 92. At a 5% significance level, the critical t-value of 1.662 was used as the basis for decision-making.

Table 5. t-Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.317	1.951		1.187	.238
	Workload	.245	.114	.210	2.159	.033
	Role Conflict	.686	.120	.558	5.723	.000

a. Dependent Variable: Job Stress

Source: Processed Data using IBM SPSS Statistics 23

Referring to the t-test results, the Workload variable showed a t-statistic of 2.159 with a statistical significance value of 0.033, while the Role Conflict variable produced a t-statistic of 5.723 where the significance score was found to be 0.000. Since both statistical relevance values are below the threshold of 0.05 and the t-statistics exceed the critical t-value (1.662), it may be inferred that both Workload and Role Conflict demonstrate a conscrutive and statistically significant effect on Work Stress when assessed individually. In practical terms, the regression coefficient of 0.558 for workload means that every one-unit increase in workload score (e.g., more tasks or tighter deadlines) is associated with a 0.558 unit increase in job stress among nurses. This indicates that even small increases in workload can meaningfully raise stress levels in nursing practice, where demands are already high. Similarly, the stronger coefficient for role conflict shows that unclear or conflicting responsibilities add even more psychological burden compared to workload alone.

F-Test (Simultaneous)

The F-test was applied to examine if the predictor variables, when considered collectively, exert a meaningful contribution to the dependent factor within the regression model (Sugiyono, 2019). This test evaluates the overall adequacy of the model. The decision criterion is based on the significance value (Sig.) and the comparison between the calculated F-statistic and the critical F-value. The regression model is considered statistically significant if the Sig. value is less than 0.05 and the calculated F-statistic exceeds the F-table value. With a total number of observations of 95 and three variables, the degrees of freedom are df1 = 2 and df2 = 92, yielding a critical F-value of approximately 3.09 at α = 0.05.

Table 6. F-Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2111.541	2	1055.770	48.062	.000[b]
	Residual	2020.943	92	21.967		
	Total	4132.484	94			

a. Dependent Variable: Job Stress

b. Predictors: (Constant), Role Conflict, Workload

Source: Processed Data using IBM SPSS Statistics 23

The results indicate that the obtained statistic F-statistic is 48.062 where the probability value was found to be 0.000. Since the probability value is under 0.05, and thus the calculated F-statistic (48.062) exceeds the critical F-value (3.09), it it can therefore be inferred that Workload and Role Conflict jointly have a statistically significant effect on Work Stress. Therefore, the regression model is considered appropriate for explaining the relationship among these variables.

Multiple Linear Regression Equation

Multiple linear regression analysis was employed in this study to assess the extent to which variables X_1 and X_2 influence variable Y. Based on the results of data processing using SPSS, the regression equation is formulated as follows:

$$Y = a + b_i X_1 + b_2 X_2 + b_3 X_3 + \cdots + b_n X_n + e$$

Where:

- Y = Dependent Variable (predicted outcome)
- a = Constant (intercept)
- $b_i, b_2, \ldots, b_n$ = The coefficient values associated with each explanatory variable
- $X_1, X_2, \ldots, X_n$ = Independent Variable
- e = Error term (residual)

Inthis study, the regression model can be expressed as:

$$Y = 2{,}317 + 0{,}245X_1 + 0{,}686X_2$$

The model indicates that both Workload and Role Conflict exert a significant influence—both jointly and individually—on Work Stress. Among these, Role Conflict demonstrates a stronger effect compared to Workload, as evidenced by its larger regression coefficient and higher t-statistic value.

R^2 Test (Coefficient of Determination)

The proportion of variance explained (R^2) test is utilized to assess the proportion of the changes in the dependent construct which can be described by the set of independent factors within the predictive framework (Sugiyono, 2019).

Table 7. R^2 Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715[a]	.511	.500	4.687

a. Predictors: (Constant), Role Conflict, Workload

Source: Processed Data using IBM SPSS Statistics 23

The R^2 value of 0.511 indicates that 51.1% of the variance in Work Stress is interpreted as being explained by Workload and Role Conflict, while the unexplained variance 48.9% is attributable to influences beyond those incorporated in the regression. In the nursing context, this suggests that more than half of the stress nurses experience can be directly traced to workload and role conflict, highlighting these as critical areas for hospital management to address.

DISCUSSION

The results of the present study demonstrate that both workload and role conflict make a considerable contribution to work stress. Excessive workload tends to elevate psychological pressure, particularly when it is disproportionate to the available capacity or resources. Conversely, role conflict—arising from task ambiguity or contradictory demands—also contributes to stress, as individuals may experience confusion and pressure in fulfilling their roles. These results suggest that work stress is driven not only by the quantity of tasks but also by the quality of role-related interactions within the workplace.

When considered simultaneously, both variables contribute to the escalation of work stress, underscoring the importance of comprehensive workplace management. Organizations should strive to allocate workloads equitably and ensure that each employee's role is clearly defined. Such measures are essential not only to reduce stress levels but also to foster a healthy work climate, enhance job satisfaction, and sustain employee productivity and loyalty over the long term.

CONCLUSIONS AND RECOMMENDATIONS

Grounded on the analysis findings, it is the research establishes that workload and role conflict have a significant effect on employees' job stress, with role conflict being the most dominant factor. These findings indicate that psychological pressure within an organization does not solely stem from the amount of work, but also from the ambiguity of the roles performed. Therefore, the implementation of these results can be carried out by establishing clear task allocations, monitoring proportional workloads, and providing training in stress management and role communication, so that the organization can foster a sounder and more efficient workplace atmosphere. For future research, the application of advanced methods is recommended. For instance, a mixed-methods approach could combine surveys with in-depth interviews of nurses to capture not only the statistical trends but also their lived experiences of stress. Similarly, a longitudinal design could track changes in workload and role conflict over time—for example, before and after policy changes such as the introduction of shift rotation systems—thus providing stronger evidence of causality and practical implications for hospital management.

FURTHER STUDY

This study is constrained by the scope of its variables and the population under investigation; therefore, the findings cannot yet be broadly generalized to other sectors or institutions. Future research is encouraged to expand the range of constructs—such as organizational assistance, managerial guidance, or emotional workload—in order to deliver more an in-depth comprehension of the variables affecting job stress. Furthermore, employing a mixed-method approach or a longitudinal design could be considered to gain deeper insights into the dynamics of work-related stress over a specified period.

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