

## Systematic Literature Review (SLR): The Influence of Dual-Role Conflict on Women Employees Performance

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### ABSTRACT

**Objective:** This study employs a Systematic Literature Review (SLR) approach to analyze the impact of dual-role conflict on female employees' performance. Dual-role conflict arises when women are required to balance professional and domestic responsibilities, which often leads to psychological stress, emotional exhaustion, and time management challenges. **Method:** A Systematic Literature Review (SLR) is conducted to assess various studies related to dual-role conflict and its influence on women's productivity and performance quality. **Results:** The findings indicate that time-based, strain-based, and behavior-based conflicts significantly affect women's productivity and performance quality. Key factors contributing to dual-role conflict include high workloads, inflexible work schedules, cultural expectations, traditional family roles, and a lack of support from partners or workplaces. The study highlights strategies to mitigate these conflicts, such as flexible working arrangements, managerial support, employee training on time management, and shared domestic responsibilities within families. **Novelty:** This research concludes that unresolved dual-role conflict can result in long-term negative effects, such as burnout, decreased job commitment, or career changes. Recommendations are provided for organizations, policymakers, and individuals to implement gender-inclusive policies and develop holistic solutions to address dual-role conflict effectively.

## INTRODUCTION

Employee performance is a crucial aspect of organizational sustainability, as achieving organizational or corporate goals depends significantly on the quality of employee performance. The success of a company can be observed through the individual performance of its employees. Consequently, many organizations demand optimal employee performance, as their level of performance, whether good or poor, directly affects the overall performance and success of the organization [1]. Globalization and modernization have driven significant strides toward gender equality, reducing traditional distinctions in the treatment of men and women in the workforce and public sectors.

Historically, women's roles were predominantly confined to household tasks, such as serving their husbands, raising children, and managing domestic needs [2]. However, significant changes have occurred over time, as women now actively participate in diverse aspects of life. Women today are not only engaged in domestic roles but also play vital roles in the workforce, education, leadership, and hold strategic positions at national and global levels. Gender equality has empowered women to achieve financial independence, contribute to decision-making processes, and drive social changes. Moreover, traditional norms limiting women's roles have shifted, allowing them to fully express their potential without constraints. In the current workplace, key positions within companies are no longer exclusively male-dominated, as women have equal

opportunities to excel. This is evidenced by the increasing number of women successfully occupying roles traditionally held by men [3]. Article 27, Paragraph (2) of the 1945 Constitution guarantees every citizen's right to obtain employment and a decent livelihood. Additionally, labor laws, particularly Article 5 of Law No. 13 of 2003, affirm every worker's right to employment free from discrimination [4]. These transformations position women as individuals with equal rights, responsibilities, and opportunities in modern society.

### Research Objectives

The objectives of this research are:

1. To determine whether dual-role conflict affects women employees' performance based on previous studies.
2. To identify factors that can exacerbate or mitigate the impact of dual-role conflict.
3. To analyze effective solutions for managing dual-role conflicts from individual, organizational, and policy perspectives.
4. To provide recommendations for further research on dual-role conflict and its impact on women employees' performance.

### RESEARCH METHOD

This research employs the Systematic Literature Review (SLR) method, which is a structured and systematic approach to collecting and evaluating relevant studies on a specific topic. According to Lusiana and Suryani (2018), SLR aims to summarize the findings of individual studies, making them accessible for readers and serving as a foundation for decision-making or policy formulation. The SLR process consists of three main stages:

#### 1. Planning Stage:

- a) **Needs Identification:** The objective of SLR is to identify, evaluate, and summarize results from relevant studies. This helps inform decision-making, including policy development in specific areas, such as health.
- b) **Protocol Development:** The findings from the previous step help create a clear, structured research protocol with well-defined research questions.
- c) **Protocol Evaluation:** At this stage, the research protocol is reviewed to ensure clarity and specificity.

#### 2. Conducting Stage:

- a) **Primary Literature Search:** Relevant sources are identified through databases and search engines.
- b) **Selection of Relevant Sources:** The relevant sources are then selected based on the inclusion and exclusion criteria.
- c) **Data Collection:** Relevant data is extracted from the selected sources.
- d) **Quality Assessment:** The quality of the selected studies is assessed.
- e) **Data Synthesis:** The data is synthesized to draw conclusions.

### 3. Reporting Stage:

- a) Disseminating key ideas and findings to share insights with the research community and relevant stakeholders.

**OFTA Framework for Research Questions:** The study uses the OFTA framework (Object, Focus, Target, and Aspect) to structure research questions:

1. **Object:** Female employees who are married and working.
2. **Focus:** Role conflict among married female employees in both government and private sectors.
3. **Target:** To understand whether role conflict occurs among female employees.
4. **Aspect:** The impact of role conflict on female employees and its effect on performance.

**Research Questions (RQ) and Protocol Evaluation:** Based on the OFTA framework, a set of research questions was formulated and evaluated, as shown in Table 2. The questions are:

1. **RQ1:** How does role conflict affect the performance of female employees?
2. **RQ2:** What strategies can be used to manage the impact of role conflict on female employees?
3. **RQ3:** What are the main factors contributing to role conflict among female employees?
4. **RQ4:** What types of role conflicts do female employees face most frequently?

**Literature Search and Data Collection:** The literature search aimed to identify relevant sources to answer the research questions (RQ1-RQ4). The sources were obtained from national journals, and searches were conducted using Google Chrome and Google Scholar.

**Selection of Relevant Sources:** The inclusion and exclusion criteria were used to select sources for the review. These criteria include national journals published between 2021 and 2025, excluding seminar publications, and accessible through Google Scholar.

**Quality Assessment:** A quality assessment was performed on the selected sources using specific criteria, such as whether the journal is accredited by Sinta, whether the publication year is within the specified range, and if the article is accessible on Google Scholar.

**Data Synthesis:** The final stage involved synthesizing the collected data to answer the research questions. The goal was to compile evidence from the selected studies to interpret and present the findings.

## RESULTS AND DISCUSSION

### *Results*

The search using the Google Chrome search engine through the Google Scholar site (<https://scholar.google.com/>) successfully found various research papers that have been published in different publishing media. These papers are classified based on the research title, publisher media, publication edition, and quality assessment criteria.

**Table 1.** Research paper classification.

No	Researcher	Topic	Publisher	Edition	Q A1	Q A2	Q A3
1	Firda Putri Nadiva, Nur Cahyadi	Konflik Peran Ganda dan Burnout terhadap Kinerja Karyawan Wanita	Jurnal Informatika Ekonomi dan Bisnis	2022, 221 - 226	T	Y	Y
2	Wahyu Fitri Nugraheni, Nurmiyati, M. Arif Rakhman (2024)	Pengaruh Konflik Peran Ganda, Stres Kerja dan Motivasi Terhadap Kinerja Wanita PT. Starlight Garment Semarang (Study Kasus Karyawan Bagian Finishing)	BISECER (Business Economic Entrepreneurship)	2024, 1-14	T	Y	Y
3	Okta Amalia Khusna, Nurhayati	Pengaruh Konflik Peran Ganda Dan Beban Kerja Terhadap Kinerja Karyawan Wanita dengan Kelelahan Emosional Sebagai Variabel Mediasi (Studi Pada PT. Keong Nusantara Abadi Wongcoco)	Business dan Entrepreneurship Journal (BEJ)	2024	T	Y	Y
4	Hastuti Mulang	Dampak Konflik Peran Ganda Terhadap Performa Karyawan Wanita (Studi di Salah Satu Perusahaan di Kota Makassar)	Jurnal Ekonomi dan Ekonomi Syariah	2024	Y	Y	Y

5	Waode Khofifah Endarwati, Sri Susanty, Adius Kusnan	Hubungan Konflik Peran Ganda, Kecerdasan Emosional, dan Beban Kerja Terhadap Kinerja Perawat Pasien Lansia	Jurnal Keperawatan IMELDA	2024	Y	Y	Y
6	Awanis Linati Haziroh, dkk	Dampak Konflik Peran Ganda Dan <i>Self Efficacy</i> Terhadap Kinerja Karyawan Perbankan Di Semarang	Jurnal Orientasi Bisnis dan Entrepreneurship	2022, 64 - 74	Y	Y	Y
7	Evodius Nasus, dkk	Pengaruh Konflik Peran Ganda terhadap Kinerja Perawat Wanita	Jurnal Kolaboratif Sains	2023	T	Y	Y
8	Kadek Ayu Suci Saraswati, Ni Luh Putu Indiani	Pengaruh Konflik Peran Ganda, Stres Kerja dan Disiplin Kerja Terhadap Kinerja Karyawan Wantita	Jurnal Ekonomi dan Bisnis	2023	T	Y	Y
9	A. Muflihah Darwis, dkk	Hubungan Konflik Peran Ganda Terhadap Kinerja Pada Pekerja Wanita di Kota Makasar	Jurnal Publikasi Kesehatan Masyarakat Indonesia	2021	Y	Y	Y
10	Wilson Candra Teguh Pratama, dkk	Pengaruh Konflik Peran Ganda dan Stres Kerja Terhadap Kinerja Karyawan Wanita di Universitas Muhammadiyah Gombong	Nusantara : Jurnal Ilmu Pengetahuan Sosial	2023, 955 - 961	T	Y	Y

11	Rini Aristiani Safitri, Ardianti Agustin	Analisis Konflik Peran Ganda dan Tingkat Stres Kerja terhadap Kinerja Karyawan Wanita	Jurnal Psikologi Wijaya Putra (psikowipa)	2024,	Y	Y	Y
12	Jantianus, dkk	Pengaruh Manajemen Talenta, Konflik Peran Ganda, Dan Stress Kerja Terhadap Kinerja Karyawan PT. Bank X Cabang Kisaran	Jurnal Ilmiah Maksitek	2023	T	Y	Y
14	Lidya Martha, Gregori Prahasta	Pengaruh Konflik Peran Ganda dan Stres Kerja Terhadap Kinerja Karyawan Wanita Pada Dinas Perpustakaan dan Kearsipan Provinsi Sumatera Barat	Jurnal Ekonomina	2023, 40 41	T	Y	Y
14	Fidya. L. P. Abubakar	Hubungan Antara Konflik Peran Ganda dan Lingkungan Kerja Dengan Kinerja Tenaga Kesehatan Wanita di RSUD Prof. Dr. H. Aloe Saboe	Jurnal Kesehatan Tambusai	2023,	Y	Y	Y
15	Kadek Ayu Suci Saraswati, Ni Luh Putu Indiani	Pengaruh Konflik Peran Ganda, Stres Kerja, dan Disiplin Kerja Terhadap Kinerja Karyawan Wanita	Ekonis, Jurnal Ekonomi dan bisnis	2023	Y	Y	Y

16	Hanik Islakhiyah, dkk	Konflik Peran Ganda dan Motivasi Kerja Terhadap Kinerja Karyawati Batik Tulis Sekarwangi Sejati di Tembokrejo	Revenue Manuscript	2023,17-27	T	Y	Y
17	Naomi Margaretha Hutahaean, Wibisono Ghany Fitriadi (2023)	Peran Ganda Perempuan Terhadap Kinerja dan Kualitas Kerja	JIMPS	2023	Y	Y	Y
18	Supriyati, Bayu Al Qodri	Konflik Peran Ganda Dan Kecerdasan Emosional Terhadap Kinerja Pegawai Puskesmas Kabupaten Merangin	Jurnal Mana jemen Sains	2022,	T	Y	Y
19	Intan Kumala Sari, dkk	Pengaruh Konflik Peran Ganda Terhadap Kinerja Karyawan Wanita dengan Stress Kerja Sebagai Mediasi	Jurnal Gentiaras Manajemen dan Akutansi	2021	T	Y	Y

20	Dedeng Abdul Gani Amrulloh	Analisis Konflik Peran Ganda, Kecerdasan Emosional Terhadap Kinerja Karyawan Wanita Pada PT. Indomarco Pristama Purwakarta	Eqien - Journal of Economics and Business	2021	T	Y	Y
21	Laurensia, dkk	Pengaruh Peran Ganda Terhadap Kinerja Tenaga Medis Wanita Melalui Stres Kerja	Jurnal Ilmiah Manajemen Kesatuan	2021, 177 - 188	Y	Y	Y
22	Komang, dkk	Pengaruh Konflik Peran Ganda, Lingkungan Kerja, Dan Stres Kerja Terhadap Kinerja Tenaga Medis dan Paramedis Wanita Pada Puskesmas Rendang Karangasem	Values	2021	T	Y	Y
23	Titin Siswatiningsih, Nur Wening	Pengaruh Konflik Peran Ganda dan Stres Kerja terhadap Kinerja Polisi Wanita di Polresta Jogjakarta	Akmenika : jurnal akutansi dan manajemen	2021	T	Y	Y

24	Eris Harismasakti, Munawati	Pengaruh Konflik Peran Ganda Dan Stres Kerja Terhadap Kinerja Pegawai Di Kementerian Agama Kabupaten Lebak	E-Jurnal Studia Manajemen	2021	T	Y	Y
25	Firda Nur Aziza,dkk (2021)	Pengaruh Konflik Peran Ganda (Work Family Conflict) Ambiguitas, Peran da Stres Kerja Terhadap Kinerja Staf Karyawati	Accounting and Mangement Journal	2021	T	Y	Y
26	Dini Nurfadillah, dkk ( 2021)	Pengaruh Konflik Peran Ganda dan Stres Kerja Terhadap Kinerja Mompreneur (Wirausaha Wanita) di Kecamatan Cibungbulan	Journal of Management	2021, 205 - 223	T	Y	Y

### *Discussion*

#### **The Impact of Role Conflict on Female Employee Performance**

Role conflict, especially dual role conflict, is a significant challenge faced by female employees, particularly those balancing work and family responsibilities. This conflict arises when the demands of two roles (e.g., employee and mother/wife) are in direct opposition, causing psychological pressure and disrupting life balance. The effects of role conflict on female employee performance are as follows:

1. **Psychological Pressure and Stress:** Balancing high job demands with family responsibilities can lead to stress and emotional exhaustion, affecting cognitive abilities, concentration, and decision-making, which in turn lowers productivity.
2. **Decreased Job Satisfaction:** Conflict between job and family responsibilities leads to dissatisfaction, lowering commitment and directly impacting work performance.
3. **Time Management Issues:** Dual roles make it difficult to manage time effectively, often causing tasks to be delayed or not completed on time.

4. **Physical and Emotional Fatigue:** The heavy load of both work and family duties can lead to fatigue, diminishing focus, task completion, and positive interactions at work.
5. **Mental Health Effects:** Dual role conflict is linked to higher levels of anxiety, depression, and burnout, which negatively impacts motivation, creativity, and job enthusiasm.
6. **Suboptimal Performance:** Accumulating stress, exhaustion, and time pressure ultimately reduce the quality of work performance, including task completion, decision-making, and innovation.
7. **Workplace Conflicts:** Women experiencing dual role conflict are more prone to interpersonal conflicts at work, such as misunderstandings with colleagues or supervisors, worsening their situation and productivity.
8. **Long-Term Effects:** Prolonged role conflict without resolution may lead to extreme decisions, such as resignation, reduced working hours, or seeking jobs with lighter responsibilities.

### **Strategies for Managing the Impact of Dual Role Conflict on Female Employees**

To minimize the negative effects of role conflict, several strategies can be implemented:

1. **Work Flexibility:** Providing flexible working options such as remote work or adjustable working hours.
2. **Support from Supervisors:** Managers who understand the situation of female employees can assign realistic workloads and support work-life balance.
3. **Time Management Training:** Offering training on time management and prioritization to help female employees manage their roles better.
4. **Family Involvement:** Encouraging family support, particularly from spouses, in sharing household responsibilities.
5. **Employee Assistance Programs:** Companies can offer counseling services or stress management training.

### **Key Factors Leading to Dual Role Conflict in Female Employees**

The factors contributing to role conflict among female employees stem from work pressures, family responsibilities, and societal expectations:

1. **Work Environment Factors:**
  - a) Heavy workloads and unrealistic expectations lead to challenges in balancing work and family.
  - b) Rigid working hours and demands for high professionalism exacerbate role conflict.
  - c) Lack of support from colleagues or supervisors worsens the difficulties women face at work.
2. **Family Responsibility Factors:**
  - a) Traditional roles as wives and mothers in many cultures create added pressure.
  - b) Lack of partner support in sharing family responsibilities intensifies conflict.

- c) Childcare or caring for ill family members increases the likelihood of dual role conflict.
  - d) Multitasking pressures also contribute significantly.
3. **Social and Cultural Factors:**
- a) Gender norms and stereotypes often expect women to prioritize family roles, creating tension between career and domestic responsibilities.
  - b) Societal stigma towards working women can lead to emotional pressure and guilt.
  - c) Expectations from extended families or society to prioritize domestic duties worsen role conflict.
4. **Personal Factors:**
- a) Poor time management skills and perfectionism create additional stress.
  - b) Mental health issues, such as anxiety or depression, make it more difficult to manage both work and family responsibilities.
5. **External Factors:**
- a) Lack of supportive infrastructure, such as daycare facilities at the workplace.
  - b) Unexpected crises, such as family illness or financial stress, increase role conflict.
- These factors often interact and amplify each other, creating a complex web of stress. Solutions to manage dual role conflict require a holistic approach, including policy changes, partner support, and enhanced self-management skills.

### **Types of Role Conflict Faced by Female Employees**

Several types of role conflict commonly affect female employees:

1. **Time-Based Conflict:** Occurs when time needed for one role interferes with the time for another. Example: A woman must attend an urgent meeting while also having a family obligation.
2. **Strain-Based Conflict:** Happens when stress from one role impacts the ability to perform another role. Example: Work stress leads to emotional exhaustion, affecting home responsibilities.
3. **Behavior-Based Conflict:** Arises when the behaviors required in one role conflict with those needed in another. Example: The assertive, competitive behavior required at work clashes with the nurturing behavior expected at home.
4. **Role Overload:** Occurs when an individual has too many responsibilities from different roles simultaneously, leading to failure to perform optimally. Example: A woman must manage office projects, household tasks, and family events all at once.
5. **Interpersonal Role Conflict:** Happens when expectations from different people, such as a supervisor and family members, contradict each other. Example: A boss expects overtime, while family wants her to leave work early.
6. **Social Role Conflict:** Stems from societal or cultural pressures that expect women to prioritize certain roles, like homemaker over career. Example: Family members criticize a woman for focusing more on her career than on family.

7. **Intrapersonal Role Conflict:** Occurs when an individual feels torn between the desire to fulfill both work and family responsibilities to perfection. Example: A woman feels guilty for not being able to care for a sick child due to work obligations. These types of role conflicts often overlap and exacerbate one another. Solutions to these conflicts require support from the workplace, family, and personal development in time management and stress management skills.

## CONCLUSION

**Fundamental Finding :** The impact of role conflict on women's employee performance is significant. This conflict arises from the pressures of managing both domestic and professional responsibilities, which frequently clash in the form of time-based conflict, strain-based conflict, and behavior-based conflict. As a result, female employees often experience stress, emotional exhaustion, and difficulties in time management, ultimately leading to reduced productivity and lower work quality. **Implication :** Understanding that role conflict significantly affects female employees' performance has important implications for organizational policy and management. It highlights the urgent need for companies to develop inclusive and responsive support systems, such as work flexibility, supervisory support, and work-life balance initiatives. These strategies not only mitigate the negative effects of role conflict but also promote a more sustainable and equitable work environment for women. **Limitation :** This study emphasizes key factors contributing to role conflict, including high workload, inflexible working hours, cultural expectations, family responsibilities, and lack of partner or workplace support. However, it does not exhaustively account for the diversity of women's experiences across different socioeconomic, cultural, or organizational contexts, which may influence the intensity and type of role conflict encountered. **Future Research :** Further research is needed to explore how role conflict manifests across different cultural backgrounds, job types, and organizational structures. Additionally, longitudinal studies could provide insights into the long-term psychological and professional outcomes of role conflict, including burnout, disengagement, and decisions to resign. Expanding the focus to include male employees or dual-career households may also offer a more comprehensive understanding of role conflict in the modern workforce.

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