

# THE EFFECT OF MULTIPLE ROLES AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE, WITH MOTIVATION AS A MODERATING VARIABLE

**Meity Grace, Yoberth Kornelius, Lina Mahardiana**

Master of Management Study Program, Economics and Business Faculty, Tadulako University

e-mail: [mancagrace85@gmail.com](mailto:mancagrace85@gmail.com)

## Abstract

This study investigates the impact of multiple roles on employee performance; the effect of work discipline on employee performance; the influence of various roles on employee performance with motivation as a moderating variable; and the impact of work discipline on employee performance with motivation as a moderating variable. The research applies a quantitative method and utilizes SEM-PLS for hypothesis testing. Purposive sampling was used based on specific criteria, yielding a sample of 42 individuals. The results showed that multiple roles negatively and significantly affected employee performance ( $p < 0.05$ ). Work discipline significantly and positively influenced employee performance ( $p < 0.05$ ;  $p = 0.021$ ). Motivation, as a moderating variable, enhanced the effects of multiple roles and work discipline on employee performance ( $p < 0.05$ ).

**Keywords: Dual Role, Work Discipline, Employee Performance, Motivation**

## INTRODUCTION

Human resources are a vital part of a company, serving as capital, a driving force, and a determinant of organizational operations, thereby requiring leadership attention. Organizational management activities can run smoothly when employees are skilled in their roles and capable of delivering high-quality customer service. Organizational performance relies on employee performance; the higher employee performance, the better organizational performance; when employee performance is low, organizational performance generally declines. Comparing the results of completed tasks with the benchmarks for peak performance enables measurement of organizational success. Achieving agency objectives effectively depends on sound HR management. Employee performance is a key indicator for assessing the quality of the current workforce. Employee output encompasses both the quantity and the quality of duties completed in the performance of assigned responsibilities (Mulang, 2022).

In the era of globalization, more women are participating in the workforce. This can be seen from the 2021 Sarkernas (National Labor Force Survey) conducted by BPS, which shows that 66.36% of women are informal workers, while 33.64% are formal workers. The survey results indicate that many women choose informal work due to factors such as limited education and skills, greater flexibility to manage roles as both housewives and workers, the demanding requirements of formal employment, and the opportunity to develop their own economic prospects. Influencing these choices are increasing financial demands and needs, as well as the inspiration women gain from successful female role models. These conditions often lead women to juggle dual roles—being wives or mothers at home and working outside the house. Taking on multiple jobs can lead to conflicts that affect their physical and mental health and their work performance (BPS, 2021).

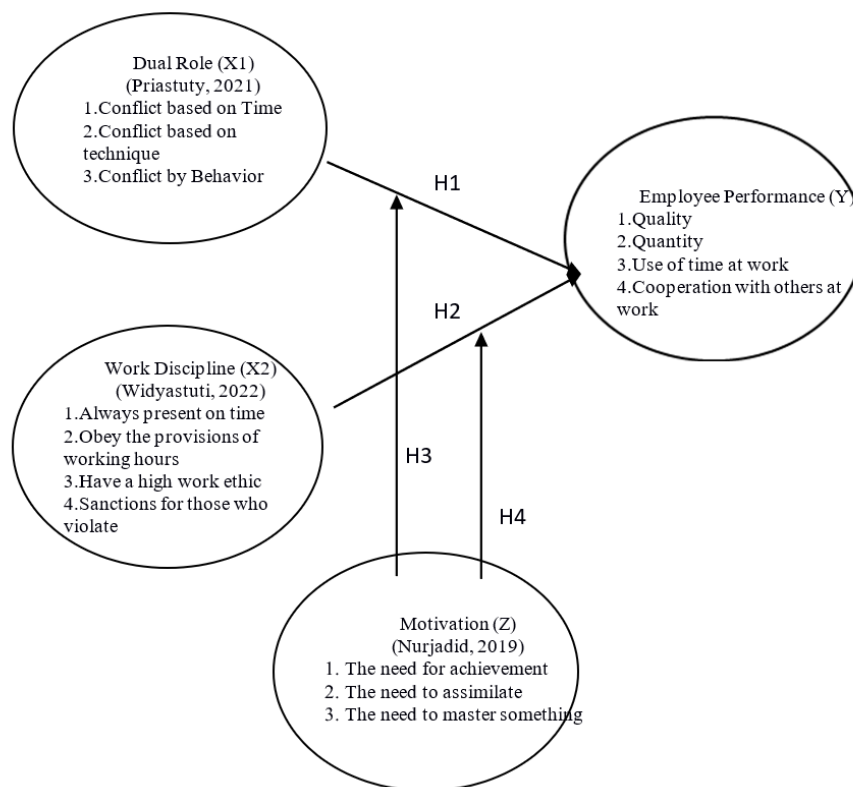
Work discipline refers to the attitude employees exhibit toward following the rules and regulations established by the organization. Discipline aims to educate and improve effectiveness in tasks. Employee performance tends to increase in environments where discipline is consistently enforced. Both workplaces and employees benefit significantly from work discipline. Organizations need to maintain order and workflow to ensure optimal results. Workplace discipline helps boost morale and fosters a positive work environment, enabling employees to perform their duties with full knowledge and accountability, thereby improving organizational performance (Erwansyah, 2018).

Motivation is a key factor in enhancing employee performance. It is defined as an internal drive that encourages individuals to activate, pursue, and direct their behavior to complete tasks effectively in their work environment. Employees will not perform at their best without strong self-motivation. Those with high motivation tend to perform better than employees who lack motivation (Damara, 2018). The Office of Population Control and Family Planning (DP2KB) of Central Sulawesi Province was established on November 16, 2016, pursuant to the Regional Regulation of Central Sulawesi Province Number 8 of 2016 concerning the Establishment and Structure of the Regional Apparatus of Central Sulawesi Province. The task of the Central

Sulawesi Province DP2KB is to support the Governor in preparing and implementing regional policies on population control, family planning, resilience, and family welfare.

Research indicates that many employees at the DP2KB in Central Sulawesi Province often bring their children to work and leave the office during working hours, claiming they need to pick up and care for them. These issues can create pressure and stress for employees, preventing them from focusing on their tasks and thereby reducing performance, ultimately affecting the organization's overall performance. Regarding work discipline, data from the Personnel and General Subdivision indicate that, among 42 staff members at the Population Control and Family Planning Office, approximately 80% received disciplinary reprimands in 2023. These reprimands addressed violations of varying severity, including frequent missed morning roll call, late arrivals, leaving the office during work hours, and delays in task completion.

The issues at DP2KB highlight the complex challenges employees face. Many employees are burdened with dual responsibilities as office workers and parents who must care for children and households. This is evident in the difficulty of balancing work and family time, which delays the completion of office tasks and increases the number of disciplinary letters received. Ongoing physical and psychological fatigue also affects employee performance, as evidenced by some employees' inability to adhere to established rules and standards. A lack of motivation further contributes to irresponsibility in completing work, thereby placing a disproportionate burden on certain employees. All these problems underscore the need for improved time management, support for managing multiple roles, and initiatives to enhance employee motivation and responsibility, ultimately improving performance and work discipline. The following figure is a framework for thinking in this study:



**Figure 1. Conceptual Framework**

Description:

→ Direct Effect

The following are the hypotheses that underpin this investigation, which are based on the previously given theoretical basis and background:

H1: Multiple roles have a negative and significant effect on employee performance.

H2: Work discipline has a positive and significant effect on employee performance.

H3: Motivation has a significant moderating effect on the relationship between multiple roles and employee performance.

H4: Motivation has a significant effect as a moderating variable between work discipline and employee performance.

## RESEARCH METHOD

This study used a quantitative research design (Sugiyono, 2017). Because the data in this method are numerical and can be analyzed statistically, it is called a quantitative approach. In April 2024, the research was conducted at the Population Control and Family Planning Office in Central Sulawesi Province. The 2024 population consisted of 55 employees from DP2KB. Purposive sampling was employed, yielding a sample of 42.

Descriptive analysis in this study is used to collect, summarize, and present data to provide helpful information. Meanwhile, partial least squares (PLS) and structural equation modeling (SEM) are employed to test hypotheses. The analytic method used in the PLS model is called outer model analysis, which explains the connection between latent variables and their indicators. The second method, Inner Model analysis, uses substantive theory to clarify how latent variables relate to one another. The results of the third hypothesis test are evident from the p-value and the t-statistic. The t-statistic of 1.96 corresponds to an alpha level of 5% in hypothesis testing, which serves as a statistical cutoff. As a result, when the t-statistic exceeds 1.96, the hypothesis is supported for  $H_a$  and rejected for  $H_o$ .  $H_a$  is accepted if the P-value is less than 0.05, indicating the use of probability to accept or reject the hypothesis.

## RESULTS AND DISCUSSION

### RESULTS

#### PLS SEM Analysis

##### Indicator Testing (Outer Model)

To assess the validity and reliability of indicators of latent variables, an evaluation of external model measures is conducted. While the reliability test is determined by two characteristics, composite reliability and Cronbach's alpha, the validity test is performed by examining convergent validity and discriminant validity values.

**Table 1. Outer Loading Results**

Indicator	Dual Role (X1)	Work Discipline (X2)	Work Motivation (M)	Employee Performance (Y)
PG1.1	0,836	0,803	0,820	0,827
PG1.2	0,759	0,673	0,754	0,718
PG2.1	0,736	0,557	0,671	0,660
PG2.2	0,765	0,604	0,645	0,527
PG3.1	0,722	0,509	0,585	0,519
PG3.2	0,791	0,749	0,720	0,681
PG3.3	0,733	0,619	0,650	0,609
PG3.4	0,813	0,625	0,714	0,611
D1.1	0,660	0,823	0,771	0,739
D1.2	0,666	0,739	0,702	0,630
D1.3	0,711	0,769	0,680	0,703
D2.1	0,660	0,725	0,656	0,627
D2.2	0,687	0,832	0,747	0,731
D2.3	0,544	0,774	0,698	0,699
D3.1	0,706	0,846	0,747	0,761
D3.2	0,535	0,770	0,660	0,696
D3.3	0,722	0,807	0,788	0,721
D3.4	0,596	0,750	0,653	0,667
D3.5	0,658	0,795	0,723	0,723
D4.1	0,563	0,711	0,659	0,706

D4.2	0,769	0,873	0,773	0,724
D4.3	0,630	0,721	0,634	0,636
M1.1	0,735	0,790	0,831	0,807
M1.2	0,682	0,613	0,707	0,655
M1.3	0,708	0,614	0,714	0,620
M1.4	0,689	0,707	0,750	0,729
M2.1	0,655	0,720	0,741	0,720
M2.2	0,684	0,699	0,772	0,656
M2.3	0,601	0,620	0,706	0,634
M2.4	0,749	0,792	0,814	0,783
M2.5	0,738	0,703	0,774	0,692
M2.6	0,642	0,652	0,720	0,658
M3.1	0,578	0,696	0,752	0,682
M3.2	0,557	0,621	0,722	0,631
M3.3	0,728	0,700	0,796	0,696
K1.1	0,623	0,669	0,740	0,757
K1.2	0,833	0,834	0,815	0,852
K1.3	0,596	0,793	0,765	0,827
K1.4	0,661	0,676	0,743	0,777
K2.1	0,573	0,725	0,725	0,814
K2.2	0,746	0,721	0,751	0,786
K2.3	0,739	0,739	0,744	0,856
K2.4	0,616	0,663	0,696	0,710
K3.1	0,665	0,685	0,683	0,771
K3.2	0,791	0,752	0,777	0,848
K3.3	0,658	0,695	0,623	0,723
K3.4	0,563	0,611	0,659	0,706
K4.1	0,720	0,765	0,740	0,869
K4.2	0,647	0,713	0,714	0,759
K4.3	0,571	0,680	0,712	0,730
K4.4	0,617	0,758	0,767	0,846

Source: Primary Data Processed Through SEM PLS 03 (2024)

The table shows that all construct indicators exceed the rule-of-thumb value of 0.7; therefore, the construct indicators for each variable are retained in this model. It can be concluded that all indicator models are valid.

Table 2. AVE Measurement Results

Variable	Average Variance Extracted (AVE)
Dual Role (X1)	0,593
Work Discipline(X2)	0,613
Work Motivation (M)	0,570
Employee Performance (Y)	0,625

Source: Primary Data Processed Through SEM PLS 03 (2024)

The table indicates that all variables have AVEs that exceed the rule-of-thumb value of 0.5. Therefore, each of these variables is valid.

**Table 3. Cross Loading Results**

<b>Indicator</b>	<b>Dual Role (X1)</b>	<b>Work Discipline (X2)</b>	<b>Work Motivation (M)</b>	<b>Employee Performance (Y)</b>
PG1.1	0,836	0,803	0,820	0,827
PG1.2	0,759	0,673	0,754	0,718
PG2.1	0,736	0,557	0,671	0,660
PG2.2	0,765	0,604	0,645	0,527
PG3.1	0,722	0,509	0,585	0,519
PG3.2	0,791	0,749	0,720	0,681
PG3.3	0,733	0,619	0,650	0,609
PG3.4	0,813	0,625	0,714	0,611
D1.1		0,823	0,771	0,739
D1.2		0,739	0,702	0,630
D1.3		0,769	0,680	0,703
D2.1		0,725	0,656	0,627
D2.2		0,832	0,747	0,731
D2.3		0,774	0,698	0,699
D3.1		0,846	0,747	0,761
D3.2		0,770	0,660	0,696
D3.3		0,807	0,788	0,721
D3.4		0,750	0,653	0,667
D3.5		0,795	0,723	0,723
D4.1		0,711	0,659	0,706
D4.2		0,873	0,773	0,724
D4.3		0,721	0,634	0,636
M1.1			0,831	0,807
M1.2			0,707	0,655
M1.3			0,714	0,620
M1.4			0,750	0,729
M2.1			0,741	0,720
M2.2			0,772	0,656
M2.3			0,706	0,634
M2.4			0,814	0,783
M2.5			0,774	0,692
M2.6			0,720	0,658
M3.1			0,752	0,682
M3.2			0,722	0,631
M3.3			0,796	0,696
K1.1				0,757
K1.2				0,852
K1.3				0,817
K1.4				0,777
K2.1				0,814
K2.2				0,786
K2.3				0,856
K2.4				0,710
K3.1				0,771

K3.2	0,848
K3.3	0,723
K3.4	0,706
K4.1	0,869
K4.2	0,759
K4.3	0,730
K4.4	0,846

Source: Primary Data Processed Through SEM PLS 03 (2024)

Table 3 shows that the indicator test for each variable meets the criteria for good discriminant validity, as all indicators for each variable exhibit higher cross-loadings than those for other variables. This indicates that the indicators for each variable are stronger than those for the other variables. It can also be concluded that all indicators have achieved good discriminant validity.

**Table 4. Composite Reliability Results**

Variable	Composite Reliability
Dual Role (X1)	0,921
Work Discipline (X2)	0,957
Work Motivation (M)	0,945
Employee Performance (Y)	0,964

Source: Primary Data Processed Through SEM PLS 03 (2024)

The table indicates that the composite reliability value exceeds the rule-of-thumb threshold (0.7), indicating that all variables exhibit good reliability.

**Table 5. Cronbach's Alpha Results**

Variable	Cronbach's Alpha
Dual Role (X1)	0,951
Work Discipline (X2)	0,937
Work Motivation (M)	0,960
Employee Performance (Y)	0,902

Source: Primary Data Processed Through SEM PLS 03 (2024)

### Structural Model Testing (Inner Model)

The structural model's Q-square assesses the goodness of fit between the model's parameter estimates and the observed values.

**Table 6. R Square Results**

Variable	R Square
Employee Performance (Y)	0,867

Source: Primary Data Processed Through SEM PLS 03 (2024)

The table shows that the R-squared value for employee performance is 0.867. These results indicate that 86.7% of performance variables can be influenced by dual roles, work discipline, and work motivation, whereas 13.3% are attributable to variables not examined.

## HYPOTHESIS TESTING

**Table 7. Structural Model Testing Results**

Variable	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T Statistic ( O/STDEV )	P-values
Dual Role → Performance	-0,462	0,585	0,217	2,123	0,034
Discipline → Performance	0,552	0,423	0,238	2,321	0,021
Motivation → Performance	0,546	0,529	0,197	2,769	0,006
Dual Role + Motivation → Performance	0,563	0,547	0,208	2,713	0,007
Discipline + Motivation → Performance	0,549	0,493	0,185	2,963	0,003

Source: Primary Data Processed Through SEM PLS 03 (2024)

The first hypothesis, which posits that employee performance is affected by the dual role variable, was tested, and the findings are presented in the table above. The path coefficient for this hypothesis is -0.462 ( $P = 0.034$ ). This figure is below  $\alpha$  (0.05). The second hypothesis was tested, and the findings indicate that work discipline variables affect employee performance. The path coefficient value for this effect is 0.552, with a P-value of 0.021. This figure is below  $\alpha$  (0.05). The third hypothesis was tested, and the findings indicate that work motivation moderates the association between dual jobs and employee performance, with a path coefficient of 0.563 ( $P = 0.007$ ). This figure is below  $\alpha$  (0.05). Furthermore, a path coefficient of 0.549 ( $P = 0.003$ ) indicates that work motivation strengthens the association between work discipline and employee performance, as supported by the fourth hypothesis test. This figure is below  $\alpha$  (0.05).

## DISCUSSION

### Effect of Dual Role on Performance

According to the study's first hypothesis, employees at the Population Control and Family Planning Office in Central Sulawesi Province perform below expectations when they have two tasks. The research found that the most influential factor affecting the dual role of working women at the office is feeling dissatisfied with the lack of time spent with their husbands, with an average score of 3.93. In this case, the lack of involvement as a wife is shown by feeling unable to work effectively because of thinking about children at home, feeling guilty if the husband has to take over childcare due to overtime at work, feeling guilty for not being able to prepare breakfast for the family, feeling guilty if forced to return home late from work, and feeling dissatisfied with the limited time spent with their husbands.

The findings indicate that employee performance appears positively correlated with lower levels of multiple role problems, and the opposite is also true: higher levels of dual role conflict are associated with lower employee performance.

### Effect of Work Discipline on Performance

This study's second hypothesis stated that staff performance at the Population Control and Family Planning Office in Central Sulawesi Province is positively and significantly affected by work discipline. The hypothesis is correct: Employee performance is positively correlated with work discipline; conversely, employee performance at the same office is negatively correlated with work discipline. To improve employee performance in an institutional organization, strict discipline must be enforced when employees perform assigned tasks. Employee discipline is reflected in improved performance and can be observed in employees' capacity to fulfill their responsibilities within their agencies.

### The Effect of Multiple Roles on Performance with Motivation as a Moderating Variable

According to the third hypothesis in this study, job motivation has a favorable and significant impact on the relationship between multiple roles and employee performance at the Central Sulawesi Province Population



Control and Family Planning Office. According to this study, work motivation variables have a reinforcing moderating effect on the dual role variable. This means that when dual roles and work motivation are combined, the dual role variable affects employee performance.

Due to shifting societal roles, working women must make many decisions. While they must fulfill the obligations of homemakers, which are undoubtedly highly demanding, they must also meet the role of career women. The desire to perform both roles ideally can be self-contradictory; therefore, internal motivation, including a sense of responsibility and support from coworkers and superiors, is needed to avoid conflict among working women. Therefore, to minimize employee dual-role conflict, leadership places greater emphasis on female employees' working hours and workload, namely by limiting overtime, so that female employees can balance family responsibilities and work more effectively.

### **The Effect of Multiple Roles on Performance with Motivation as a Moderating Variable**

According to hypothesis testing 4, work motivation has a substantial impact, strengthening the relationship between work discipline and employee performance at the Population Control and Family Planning Office in Central Sulawesi Province. The findings of this study show that work motivation variables have a reinforcing moderating effect on work discipline variables, indicating that improving employee performance requires stronger work discipline, which in turn fosters self-motivation.

The existence of a positive influence of work discipline on employee performance at the Population Control and Family Planning Office of Central Sulawesi Province which is strengthened by work motivation indicates that employees continually improve their discipline at work so that compliance with work regulations and work standards can be appropriately maintained and still always increase vigilance at work, such as being more careful, more thorough and working effectively and efficiently.

## **CONCLUSIONS**

This study concludes that, in the Central Sulawesi Province Population Control and Family Planning Service, work motivation strengthens the positive and significant relationship between work discipline and multiple roles on employee performance. Additionally, work discipline has a positive and significant effect on employee performance. However, dual roles have a negative but significant influence on employee performance. Rewards for outstanding performance are recommended for the study site to express gratitude and encourage each worker to fulfill their obligations and responsibilities with greater motivation.

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