Factors Influencing Performance of Employees at Department of Police and Firefighters

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ABSTRACT

This study aims to examine the effects of: Role conflict on the performance of employees of the Satpol PP and Fire Department of Kerinci Regency. Workload on the performance of employees of the Satpol PP and Fire Department of Kerinci Regency. Work stress on the performance of employees of the Satpol PP and Fire Department of Kerinci Regency. Role conflict, workload, and work stress jointly on the performance of employees of the Satpol PP and Fire Department of Kerinci Regency. The population for this study comprised all employees of the Civil Service Police Unit and Fire Department of Kerinci Regency, totaling 44 individuals. The sampling technique employed was total sampling (i.e., the entire population), resulting in a sample size of 42 employees. The results of the study indicate that: Role conflict has a negative effect on the performance of Satpol PP and Fire Department employees of Kerinci Regency. Workload has a negative effect on the performance of Satpol PP and Fire Department employees of Kerinci Regency. Work stress has a negative effect on the performance of Satpol PP and Fire Department employees of Kerinci Regency. Together, role conflict, workload, and work stress significantly affect the performance of Satpol PP and Fire Department employees of Kerinci Regency.

INTRODUCTION

Human resources are the main asset in an organization, including government agencies. Optimal employee performance is highly necessary to realize public services that are effective and efficient. The Civil Service Police Unit and Fire Department, as one of the regional government agencies, has a great responsibility in maintaining public order, enforcing regional regulations, and handling fires. Therefore, employee performance within this department becomes an important factor in supporting the success of the organization's duties and functions. However, in practice, employee performance can be influenced by various internal and external factors, including role conflict, workload, and job stress. Role conflict occurs when employees face task demands that contradict one another or do not align with the roles they are supposed to perform. Excessive workload can also lead to decreased effectiveness, physical and mental fatigue, and impact employee productivity. In addition, high job stress resulting from work pressure, an unsupportive work environment, and uncertainty in tasks also affects employee performance.

The phenomenon is also felt by the employees of the Kerinci Regency Civil Service Police Unit

and Fire Department. High job demands, limited personnel, and the complexity of tasks in the field pose unique challenges that can create role conflicts, increase workload, and trigger work-related stress. If these conditions are not managed properly, they will have a negative impact on overall employee performance, which ultimately affects the quality of service to the community. Based on this description, it is important to conduct research to determine the extent to which role conflict, workload, and work stress influence employee performance at the Kerinci Regency Civil Service Police Unit and Fire Department. This study is expected to provide an overview and input for policymakers in improving employee performance through better management of these factors. Based on the background above, the research questions in this study are: 1) Does role conflict have a significant effect on employee performance? 2) Does workload have a significant effect on employee performance? 3) Does work stress have a significant effect on employee performance? 4) Do role conflict, workload, and work stress simultaneously have a significant effect on employee performance at the Kerinci Regency Civil Service Police Unit and Fire Department?

LITERATURE REVIEW

Performance

Performance is the willingness of an individual or a group of people to carry out an activity and perfect it in accordance with their responsibilities, achieving results as expected (Rivai, 2022). Mangkunegara (2021) defines performance as the qualitative and quantitative work outcomes attained by an employee in carrying out their duties in line with the responsibilities assigned to them. According to Cardoso (2020), performance is the work result achieved by a person in executing the tasks imposed upon them, encompassing the quality and quantity of output as well as the reliability they demonstrate in performing the work. Performance is the work result attained by a person in carrying out the tasks assigned to them based on skill, dedication, experience, and time (Suaib, 2024). Performance is a function of motivation and ability.To accomplish a task or job, an individual must possess a certain level of readiness and ability. One's willingness and skills are not sufficiently effective for completing something without a clear understanding of what is to be done and how to do it (Siagian, 2019). Performance refers to the degree of success in carrying out tasks as well as the capacity to achieve established goals. According to Perry & Hondeghem (2021) in their Public Sector Performance Model, in the public sector, Public Service Motivation significantly influences performance. Pressure arising from role conflict, workload, and stress can diminish this motivation. Meanwhile, Goal-Setting Theory by Locke & Latham (revised 2020) indicates that performance improves when employees have clear goals and organizational support. In other words, employee performance will be optimal if the workload is appropriate, role conflicts are minimized, and stress is managed effectively.

Role Conflict

Robbins (2021) defines conflict as a process that begins when one party perceives that another party has negatively affected, or will negatively affect, something that is of concern and interest to the first party. According to Luthans (2021), a person will experience role conflict if they have two or more roles that must be carried out at the same time. According to Ardana (2021), role conflict is a conflict that occurs because someone bears more than one role that are mutually contradictory. Kreitner (2021) states that role conflict occurs when people have expectations that are contradictory or inconsistent. Role conflict emerges when someone receives messages that are not proportional with regard to appropriate role behaviors (Ivancevich, 2021).

According to Luthans (2021), a person will experience role conflict if they have two or more roles that must be carried out simultaneously. According to Winardi (2021), role conflict is a conflict that occurs because someone bears more than one role that are mutually contradictory. Role conflict is a psychological phenomenon experienced by an individual that can cause discomfort and potentially reduce work motivation, thereby decreasing overall performance. Role conflict arises due to a mismatch between the expectations conveyed to an individual within the organization by others inside and outside the organization (Hsieh, 2020).

Role conflict is defined as the simultaneous condition of two or more forms of pressure in the workplace, where fulfilling one role makes it more difficult to fulfill another role (Carnicer, 2022). In other words, role conflict arises when a person carrying out one particular role finds it challenging to

meet the expectations of another role. This conflict tends to intensify when job demands and social role demands—both seen as responsibilities that must be met—begin to overlap. Conflict can destroy an organization by creating dividing walls between coworkers, leading to poor performance, and even resignations. From the descriptions above, it can be concluded that role conflict emerges when employees feel difficulty in juggling the various roles they hold at the same time—for example, the role of being a member of an organization, which requires accountability to the organizational bureaucracy, and their other role

Workload

Workload is a consequence of the activities assigned to workers, and over the past decades it has been steadily increasing. For creative workers, workload is a key contributor to the emergence of job stress due to the environmental demands experienced by the individual. If it becomes excessive, it can lead workers to make mistakes and even affect their health. The first issue that must be resolved is whether workload is an objective characteristic of the work environment or a subjective perception of the worker himself (Baumgardner 2021). According to Rivai (2022), workload emerges from the interaction between the demands of assigned tasks, the work environment in which they take place, and the worker's skills, behaviors, and perceptions. Thus, achieving a "normal" workload in the sense of a volume of work that matches one's capacity is quite difficult, leading to an imbalance even when deviations are small.

Workload is divided into three levels according to Robbins (2020) as follows: 1) **Above-normal workload** The time required to complete the work is greater than the available working hours, or the volume of work exceeds the employee's capacity. 2) **Normal workload** The time required to complete the work is equal to the available working hours, or the volume of work matches the employee's capacity. 3)**Below-normal workload** The time required to complete the work is less than the available working hours, or the volume of work is lower than the employee's capacity.

Work Stress.

Mangkunegara (2021) defines work stress as the feeling of being pressured experienced by employees when facing their job. According to Rivai (2022), work stress arises from an imbalance between an employee's personality characteristics and the various aspects of their job, and it can occur under any work condition. Usman et al. (2021) define work stress as a harmful physical and emotional response that occurs when job demands do not match the worker's abilities, resources, or needs. From these expert descriptions, it can be concluded that work stress arises because of excessive environmental demands from the organization that exceed the employee's capacities, and the responses shown when facing those demands can vary. A study by Weishan Luo et al. (2021), using a grounded theory approach to analyze the impact of work stress on employees' physical and mental health, highlights the roles of challenge and hindrance stressors as well as the moderating effects of organizational support and self-efficacy.

METHOD

This study uses a quantitative approach with explanatory research. This approach is used to explain the influence between the independent variables, namely role conflict, workload, and work stress, on the dependent variable, which is employee performance. The population in this study consists of all active employees of the Public Order Agency and Fire Department of Kerinci Regency during the current year. The sampling technique used is saturated sampling (census) because the population size is relatively small, allowing the entire population to be used as the sample. The number of respondents is 42 people. Data processing is carried out using IBM SPSS 25 to test for validity and reliability, classical assumption tests, hypothesis testing, and determination tests.

RESULT AND DISCUSSION

This study aims to analyze the factors that influence employee performance at the Police and Fire Department of Kerinci Regency. Based on data collected through questionnaires, observations, and interviews, the following are the main findings along with their discussion:

1. Classical Assumptions.

In quantitative research, particularly when using regression analysis, the classical assumptions are a set of conditions that must be met so that the analysis results can be considered reliable and valid. The classical assumptions used are:

a Normality Test

Testing was conducted using the Kolmogorov–Smirnov method on each variable. The regression model is considered normally distributed if the Kolmogorov–Smirnov significance value for each variable is greater than $\alpha = 0.05$. The results of the normality test can be seen in Table 1.

Table 1. Results of the Normality Test

No	Variable.	Asymp. Sig. (2-tailed)	Description
1	Performance (Y)	0.194	Normal
2	Role conflict (X1)	0.157	Normal
3	Workload. (x2)	0.103	Normal
4	Job stress (X3)	0.202	Normal

Source: Output results from IBM 25.

From Table 1, which presents the normality test, it can be seen that in the regression model, the disturbance term (residual) follows a normal distribution. This is evident from the significance values of each variable: the employee performance variable (Y) has a p-value of $0.194 > 0.05$; the role conflict variable (X1) has a p-value of $0.157 > 0.05$; the workload variable (X2) has a p-value of $0.103 > 0.05$; and the work stress variable (X3) has a p-value of $0.202 > 0.05$. Thus, it is concluded that the variables of employee performance, role conflict, workload, and work stress among employees at the Satpol PP and Fire Department Office in Kerinci Regency are normally distributed.

b. Multicollinearity Test

Multicollinearity testing is useful for examining whether a regression model finds correlations among independent variables. A good regression model should not have correlations among the independent variables; if the independent variables are correlated, then these variables are not orthogonal. Orthogonal variables are independent variables whose pairwise correlations equal 0 (Ghozali, 2022). Multicollinearity can be assessed using tolerance and the Variance Inflation Factor (VIF). To determine whether there is a deviation in the multicollinearity test, one examines the tolerance and VIF values for each independent variable: if the tolerance value is greater than 0.10 and the VIF value is less than 10, then the data are free from multicollinearity symptoms, as shown in Table 2 below:

Table 2. Multicollinearity Test Results

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Role conflict (X1)	.751	1.331
	Workload. (x2)	.743	1.345
	Job stress (X3)	.979	1.021
a. Dependent Variable: Y			

Source: Output results from IBM 25.

Table 2 shows the results of the multicollinearity test using Tolerance and Variance Inflation Factor (VIF) values for the independent variables role conflict (X_1), workload (X_2), and work stress (X_3) against the dependent variable employee performance (Y). This test was conducted to determine whether there are strong linear relationships among the independent variables that could distort the regression analysis. Based on the test results, the Tolerance values for all variables are above 0.10, with the following details: role conflict (0.751), workload (0.743), and work stress (0.979). The VIF values are also low, where role conflict has a VIF of 1.331, workload 1.345, and work stress 1.021. The common rule for detecting multicollinearity is that if Tolerance < 0.10 or VIF > 10, there is an indication of strong multicollinearity. However, in this study, all VIF values remain well below the critical threshold of 10, which indicates the absence of any multicollinearity problem in the regression model used. Therefore, it can be concluded that the regression model employed in this study is stable and valid for further analysis. The lack of multicollinearity shows that the factors of role conflict, workload, and work stress can be evaluated independently in affecting employee performance, so the research findings can be trusted and are highly accurate in depicting the phenomenon under study.

c. Heteroscedasticity Test

The purpose of the heteroskedasticity test is to examine whether, in a regression model, the variance of the residuals differs from one observation to another. If the variance of the residuals remains constant across observations, it is called homoskedasticity; if it varies, it is called heteroskedasticity.
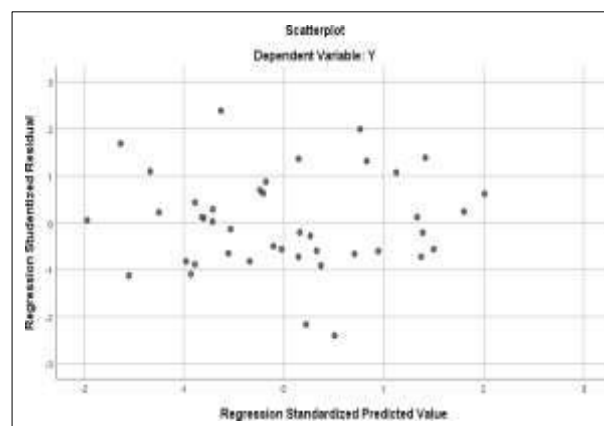
Gambar 1. Hasil Uji Heterokedasitas

Detecting the presence of heteroskedasticity in this study is done using a scatter plot test. In this test, if there is no clear pattern—such as points spreading both above and below zero (0) on the Y-axis—then heteroskedasticity is not present. The test results can be seen in Figure 1. In the figure above (Figure 1), it can be seen that there is no clear pattern and the points are scattered above and below zero on the Y-axis. This indicates that the data in this study do not exhibit heteroscedasticity.

2, Research Hypothesis Testing

In testing the hypotheses of this study, a multiple linear regression test was used to determine how much influence several independent variables have on the dependent variable. The multiple regression analysis was carried out by comparing the calculated t-value (t_{ihung}) with the critical t-value (t_{tabel}) and by comparing the significance value with $\alpha = 0.05$. The detailed results of the multiple regression test can be seen in Table 3 below:

Table 3. Multiple Linear Regression Equation

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	62.126	5.012		12.395	.000
Role conflict (X$_1$)	-.424	.090	-.671	-4.728	.000
Workload. (X$_2$)	-.280	.104	-.074	-2.692	.009
Job stress (X$_3$)	-.338	.099	-.174	-3.414	.003
a. Dependent Variable: Y					

Source: Output results from IBM 25.

Based on Table 3, the estimation model can be analyzed as follows:

$$Y = 62.126 - 0.424 \ (X_1) - 0.280 \ (X_2) - 0.338 \ (X_3)$$

Based on the equation above, it can be explained that: From the equation, it can be seen that there is a constant value of 62.126, which means that if role conflict, workload, and work stress are zero, then the value of the employee performance variable is 62.126. This indicates that the variables of role conflict, workload, and work stress contribute to the decrease in employee performance at the Satpol PP and Fire Department of Kerinci Regency. The regression coefficient for role conflict is -0.424. This means that if role conflict increases by one unit, it will cause employee performance to decrease by 0.424 units. The regression coefficient for workload is also negative, at -0.280. This means that if workload increases by one unit, employee performance will decrease by 0.280 units. The regression coefficient for work stress is negative as well, at -0.338. This means that if work stress increases by one unit, employee performance will decrease by 0.338 units.

1. Hypothesis Testing 1 (The Effect of Role Conflict on Performance)
The first hypothesis proposed—that role conflict partially has a negative effect on employee performance—was tested using a t-test. The analysis showed that the significance level for the role conflict variable was 0.000, which is less than the significance threshold (0.05). Therefore, H$_0$ is rejected and H$_a$ is accepted. In other words, the alternative hypothesis of this study is supported, meaning there is a statistically significant negative effect of role conflict on employee performance at the Satpol PP and Fire Department of Kerinci Regency.

2. Hypothesis Testing 2 (The Effect of Workload on Performance)
The second hypothesis proposed that workload, when examined partially, has a negative effect on employee performance. Based on the t-test results, the significance level for the workload variable is 0.009, which is less than the threshold of 0.05. Therefore, H$_0$ is rejected and H$_a$ is accepted. In other words, the alternative hypothesis in this study is supported, indicating a significant negative effect of workload on employee performance at the Civil Service Police and Fire Department of Kerinci Regency.

3. Hypothesis Testing 3 (The Effect of Work Stress on Performance)
The third hypothesis proposed that work stress has a partial negative effect on employee performance. Based on the t-test analysis, the significance level for the Work Stress variable is 0.003, which is less than the significance threshold (0.05). Therefore, H$_0$ is rejected and H$_a$ is accepted. Thus, the alternative hypothesis of this study is supported, meaning there is a significant negative effect of work stress on employee performance at the Satpol PP and Fire Department of Kerinci Regency.

4. Hypothesis Testing 4 (The Effect of Role Conflict, Workload, and Work Stress Together on Performance)
The fourth hypothesis proposed that role conflict, workload, and work stress jointly affect employee performance. Based on the analysis results from the F-test, it was found that the significance

level for the variables role conflict, workload, and work stress is 0.000 (< 0.05). Therefore, H₀ is rejected and H₁ is accepted. Thus, the alternative hypothesis in this study is supported, meaning there is a significant combined effect of role conflict, workload, and work stress on employee performance at the Satpol PP and Fire Department in Kerinci Regency. As shown in Table 4.

Table 4. F-Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	436.739	3	145.580	9.394	.000[b]
	Residual	588.880	38	15.497		
	Total	1025.619	41			
a. Predictors: (Constant), X3, X1, X2						
b. Dependent Variable: Y						

Source: Output results from IBM 25.

Adjusted R Square

The coefficient of determination aims to assess or measure the extent to which the model can explain the variance of the independent variables, where the R-square value is used for studies with two variables and the Adjusted R-square value is used for studies with more than three variables. In this study, the coefficient of determination is taken from the Adjusted R-square value shown in Table 4.

Table 4. Adjusted R Square Test Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.753[a]	0,567	0.545	3.23660
a. Predictors: (Constant), X_3, X_1, X_2				

Source: Output results from IBM 25.

Table 4 shows the results of the R-Square test in the regression model used to analyze the influence of Role Conflict (X_1), Workload (X_2), and Job Stress (X_3) on Employee Performance (Y). The analysis results indicate that the R value is 0.753, which signifies a positive relationship between the independent variables and the dependent variable in this regression model. The Adjusted R-Square of 0.545 indicates that approximately 54.5% of the variation in the dependent variable (Y) can be explained by the regression model used (that is, by the independent variables included in the model), after adjusting for the number of independent variables present. Adjusted R-Square is used to assess the goodness of a regression model, similar to R-Square, but it is more accurate especially when there is more than one independent variable. A value of 0.545 indicates that the model has a moderate explanatory power not too low, but not very strong either.

Moreover, the Standard Error of the Estimate (SEE) of 3.2366 indicates how large the deviation or prediction error of the model is compared to the actual data. The smaller the SEE value, the more accurate the model is in predicting employee performance. In this context, although the model has a fairly good level of accuracy, there is still variability in employee performance that is not fully explained by the factors of role conflict, workload, and work stress. Overall, an Adjusted R Square of 0.545 means that the model explains 54.5% of the variation in the data after accounting for the number

of predictors, while the remaining 45.5% is explained by other factors outside the model or by error. Although the three independent variables contribute to the variation in employee performance, there are still other factors that may have a more dominant influence on employee performance, such as motivation, leadership, organizational culture, and job satisfaction. Therefore, further research can consider additional factors to improve the accuracy of the model in explaining employee performance variation more comprehensively.

DISCUSSION

The Influence of Role Conflict on Employee Performance at the Civil Service Police Unit and Fire Department of Kerinci Regency"

The results of the statistical analysis through the t-test in this study show that role conflict has a significant negative effect on employee performance, with a significance value of 0.000, which is smaller than the critical threshold of 0.05. This finding indicates that the higher the level of role conflict experienced by employees, the lower their performance. Role conflict occurs when an individual faces conflicting or unclear job demands, causing confusion and stress in carrying out tasks. This situation can lead to decreased motivation, job dissatisfaction, and ultimately a negative impact on employee performance. Previous research supports this finding; for example, a study by Heri Setiawan (2019) states that role conflict has a significant negative effect on employee performance. Additionally, research by Pastian (2019) found that role conflict negatively affects employee performance mediated by work stress. This means that high role conflict can increase work stress levels, which in turn lowers employee performance. In the context of the Satpol PP and Fire Department of Kerinci Regency, employees experiencing role conflict may face difficulties in fulfilling various task demands that are not aligned, such as enforcing regional regulations and firefighting, which require different skills and focus. Unclear roles and conflicting expectations can cause confusion, stress, and eventually reduced performance. Therefore, it is important for the management of Satpol PP and Fire Department of Kerinci Regency to identify the sources of role conflict and take proactive steps to address them. These efforts can include preparing clear job descriptions, providing relevant training, and effective communication between supervisors and subordinates. Thus, role conflict can be minimized, and employee performance can be optimally improved.

The Effect of Workload on Employee Performance at the Satpol PP and Fire Department Office of Kerinci Regency

The results of the t-test analysis in this study indicate that workload has a significant negative effect on employee performance at the Satpol PP and Fire Department of Kerinci Regency, with a significance value of 0.009, which is below the critical threshold of 0.05. This finding suggests that the higher the level of workload experienced by employees, the greater the likelihood of a decline in their performance. Excessive workload can lead to physical and mental fatigue, stress, and decreased work motivation. These conditions negatively impact employees' productivity and the quality of their work. Research by Adhar Arifuddin (2022) supports this finding, where workload was found to have a significant negative effect on the performance of employees at BPJS Ketenagakerjaan Bogor City. This shows that an increased workload, when not matched by adequate capacity and resources, can diminish employee performance. Furthermore, a study by Desnirita (2022) also found that workload has a direct, significant negative effect on employee performance.

This study emphasizes that a high workload can reduce work effectiveness and efficiency, as well as increase the rate of errors in tasks. In the context of the Satpol PP and Fire Department of Kerinci Regency, employees are often faced with emergency situations and duties that require rapid response, such as enforcing regional regulations and firefighting. If workload is not managed properly, this can result in fatigue, stress, and a decline in performance. Therefore, it is important for management to conduct regular evaluations of workload and ensure a balanced distribution of tasks. Implementing strategies such as adding personnel, providing time-management training, and supplying adequate resources can help reduce excessive workload and improve employee performance. Additionally, fostering a supportive work environment and offering psychological support to employees is crucial in

mitigating the negative effects of high workload. In doing so, employees can work more efficiently and productively, thereby delivering optimal service to the community.

The Effect of Work Stress on Employee Performance at the Satpol PP and Fire Department of Kerinci Regency.

The t-test analysis results show that work stress has a significant negative effect on employee performance at the Civil Service Police and Fire Department of Kerinci Regency, with a significance value of 0.003, which is below the critical threshold of 0.05. This finding confirms that the higher the level of work stress experienced by employees, the greater the likelihood of a decline in their performance when carrying out their duties. High work stress can cause both mental and physical fatigue, reduced motivation, and impaired concentration, which ultimately hinder productivity and work effectiveness. Work stress generally arises due to high job demands, a lack of adequate resources, unclear roles, and an unsupportive work environment. Research by Widyastuti et al. (2023) found that work stress has a significant negative relationship with employee performance in government agencies, where employees experiencing high stress levels tend to struggle to complete their tasks effectively. This study highlights that factors such as workload pressure, interpersonal conflicts, and a lack of support from superiors further exacerbate the impact of stress on performance. Furthermore, research by Afrizal (2020) in the public service sector also demonstrates that employees experiencing high work stress have lower productivity compared to those who manage stress well. Uncontrolled stress can lead employees to feel overwhelmed, lose focus, and become less capable of making appropriate decisions, which ultimately negatively affects organizational performance.

In the context of the Satpol PP and Fire Department of Kerinci Regency, employees often face high levels of pressure, especially when handling tasks that involve law enforcement as well as emergency situations such as fires and other disasters. If work-related stress is not managed properly, employees can experience excessive fatigue that may hinder rapid response and sound decision-making in critical situations. Therefore, it is important for management to develop strategies that can reduce work stress, such as improving employee welfare, providing better workplace facilities, and offering training in stress management and mental health. Furthermore, social support from coworkers and supervisors also plays a crucial role in mitigating the impact of work stress. The study by Prasetyo et al. (2023) emphasizes that employees who receive support from their work team and good supervision tend to be better able to manage stress effectively, thus maintaining optimal performance. Consequently, the organization must ensure open communication, clear division of tasks, and a conducive work environment to minimize excessive work stress. With effective stress management in place, employees at the Satpol PP and Fire Department of Kerinci Regency can work more efficiently, maintain high motivation, and deliver optimal service to the community. Therefore, efforts to prevent and manage stress should be an integral part of human resource management strategies to enhance employee well-being and overall organizational productivity.

The Influence of Role Conflict, Workload, and Work Stress Simultaneously on Employee Performance at the Civil Service Police Unit and Fire Department (Satpol PP and Damkar) of Kerinci Regency.

Based on the analysis results presented, the following conclusions can be drawn:Role conflict, workload, and job stress simultaneously have a significant effect on the performance of employees at the Civil Service Police Unit and Fire Department (Satpol PP and Damkar) of Kerinci Regency. A significance value of 0.000 (less than 0.05) indicates that these three variables together contribute substantially to the decline in employee performance. These three factors are interrelated and create pressure in the work environment. Role conflict arises from unclear or contradictory roles, excessive workload leads to fatigue, and job stress is a

response to the pressure encountered. The combination of these factors worsens working conditions and decreases employee productivity. These findings are supported by previous research which also shows that role conflict, workload, and job stress negatively affect employee performance if not properly managed. In the context of Satpol PP and Damkar Kerinci Regency, the complexity and diversity of tasks increase the risk of role conflict and stress, especially when resources are limited. Therefore, it is recommended that the management of the institution take strategic steps such as formulating clear job descriptions, ensuring fair task distribution, providing stress management training, and improving communication. These efforts aim to create a healthy, productive work environment that supports employee well-being.

CONCLUSION

Based on the results of the research conducted, it can be concluded that: Role conflict has a significant negative effect on employee performance. Employees who experience role ambiguity or conflicting role demands tend to show decreased performance at the Civil Service Police Unit and Fire Department (Satpol PP and Damkar) of Kerinci Regency. Workload has a significant negative effect on employee performance. High workload without adequate resource support leads to physical and mental fatigue, resulting in decreased performance. Job stress has a significant negative effect on employee performance. High levels of stress due to job pressure, an unconducive work environment, or interpersonal conflict contribute to reduced productivity. Simultaneously, role conflict, workload, and job stress have a significant effect on employee performance. This highlights the importance of managing psychosocial factors in the workplace to achieve optimal performance.

SUGGESTIONS

Based on the conclusions above, the researcher offers the following suggestions: Clear Role Definition Management needs to clarify job descriptions and responsibilities for each employee to avoid overlapping duties. Workload Management Workload should be adjusted according to the capacity and competence of employees. Regular evaluation of workload is essential to prevent excessive fatigue. Work Stress Management Psychological support programs are needed, such as regular counseling, stress management training, and the creation of a comfortable and communicative work environment. Human Resource Development and Regular Training Enhancing employee capacity through regular training will help them manage work pressure and improve the quality of public service delivery. Improving Welfare and Work Motivation Providing fair incentives, recognizing achievements, and offering career development opportunities can boost employee morale and reduce stress levels at the Civil Service Police Unit and Fire Department of Kerinci Regency.

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