



RESEARCH ARTICLE

Cracking the Code: Unveiling the Impact of Dual Role Conflicts on Millennial Women's Performance

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The growth of Indonesia's construction sector, particularly in state-owned enterprises like WIKA Group, presents significant challenges for millennial female employees, who must balance professional and domestic responsibilities. This study aims to uncover and understand the dynamics of female employees' performance at WIKA Group, focusing on the influence of dual role conflict and quality of work life, using job stress as a mediator and organizational commitment as both a mediator and a moderator. Total numbers (n) = 203 millennial female employees at WIKA Group, were taken as a sample, and a self-report questionnaire was applied. This research uses the structural equation modeling (SEM) technique for analysis. Findings reveal that work-family conflict negatively affects performance, with organizational commitment acting as a significant mediator ($\gamma = -.12, p < .001$) and exerting an indirect effect ($\beta = .288, p < .001$). However, job stress did not significantly mediate the relationship between dual role conflict and performance (indirect effect coefficient ($\beta = 0.014, p < .001$). Additionally, organizational commitment moderates ($\beta = -.37, p < .001$) the relationship between quality of work life and performance ($\gamma = .17; p < .001$). These findings highlight the crucial role of organizational commitment in managing work-family conflict and improving the quality of work-life to enhance performance in the construction industry WIKA Group.

INTRODUCTION

Millennials currently dominate the workforce in Indonesia. The Central Bureau of Statistics (BPS) projects that the millennial generation in Indonesia has grown from over 80 million in 2010 to 90 million by the end of 2030. The dominance of this generation in the workforce presents its own set of challenges for organizations, including companies in the construction sector, especially state-owned enterprises such as the PT. Wijaya Karya (WIKI) Group, which faces issues related to declining employee performance and commitment, primarily due to dual role conflict, job stress, and a suboptimal quality of work life.

The increasing participation of millennial women in the workforce has led to significant dual role conflicts, especially in industries like construction. These women struggle to balance demanding professional roles with domestic responsibilities, leading to elevated stress levels and reduced job satisfaction. Lack of supportive policies, such as flexible work hours and childcare facilities, exacerbates this situation, intensifying the strain on female employees and contributing to a decline in their overall performance.

In recent years, there has been a significant decline in organizational commitment among employees at WIKI Group, particularly noticeable from 2020 to 2024. During this period, the overall commitment level dropped from 90% to 80% (WIKI Group, 2024). For female employees, the decline was slightly more pronounced, decreasing from 95% to 82%, while for male employees, it decreased from 92% to 79% (WIKI Group, 2024). This downward trend is alarming, as it correlates with lower employee engagement and higher turnover rates, ultimately impacting organizational performance. Factors contributing to this decline include a perceived lack of support from

management, insufficient career development opportunities, and an imbalance between work demands and personal life.

A notable quality of work life gap exists between male and female employees, particularly in sectors like construction. Male employees at WIKA Group rated their quality of work life at 78% in 2024, compared to a significantly lower 69% for female employees. This gap has widened from 5% in 2022 to 9% in 2024 (WIKA Group, 2024). Female employees often report lower satisfaction with their work-life balance due to rigid work schedules, a lack of organizational support for family responsibilities, and limited access to career advancement opportunities. This disparity has broader implications for organizational productivity and employee retention, in addition to affecting their well-being.

Job stress has become a critical issue, particularly in high-pressure industries like construction. At WIKA Group, 40% of female employees reported experiencing significant stress due to dual role conflicts by 2023 (WIKA Group, 2024). This represents a 5% increase from the previous year. For female employees, managing professional responsibilities alongside domestic duties further exacerbates stress levels, leading to a potential decrease in job performance and overall well-being. The organization's lack of effective stress management strategies further compounds the issue, highlighting the need for targeted interventions.

This study aims to examine a theoretical model that connects dual role conflict, quality of work life, job stress, and organizational commitment with the performance of millennial female employees at WIKA Group. This model is tested using structural equation modeling (SEM) to understand how dual role conflict and quality of work life influence performance, both directly and through the mediation of job stress and organizational commitment. Additionally, this study investigates the role of organizational commitment as a moderator in the relationship between quality of work life and employee performance.

Employee Performance.

According to Mitchinson & Morris, 2014 employee performance is a dynamic process that involves continuous assessment and feedback. Performance is not only about achieving specific outcomes but also about how employees adapt to challenges, innovate, and learn from their experiences. Mitchinson & Morris, 2014 emphasizes the importance of reflection, learning, and risk-taking as integral components of performance. This study evaluates employee performance using Morris's theory, emphasizing five key aspects: innovation ability, learning agility, reflective practice, risk-taking propensity, and openness to feedback. These aspects provide a comprehensive framework for understanding and measuring how employees contribute to organizational success.

An individual experiences a dual-role conflict when one role interferes with the other, according to (Carlson et al., 2000). Hobfoll, 1989 asserts that individuals strive to obtain, retain, and protect their valuable resources, such as time, energy, and social support. Stress occurs when there is a threat of resource loss, actual resource loss, or a lack of sufficient resource gain after significant resource investment. This situation arises when individuals feel burdened by various factors that can reduce their motivation to work, such as conflicts between work and family. Simultaneously performing both family and work roles limits an individual's ability to fulfill family roles while fulfilling job roles.

Job stress, as defined by Dao-Tran et al., 2017, is the psychological and physiological response to the demands of the job that exceed an individual's capacity to cope. This definition highlights the dual impact of stress on both mental and physical health, which can significantly impair job performance. According to Tran, stress in the workplace arises from a variety of factors, including workload, time pressures, and task complexity, which can lead to burnout, reduced productivity, and high turnover rates. This research explores job stress as a mediating variable, scrutinizing its impact on the relationship between dual-role conflict and employee performance. The study also delves into different aspects of job stress, such as job demand, role ambiguity, and interpersonal conflicts, to provide a deeper understanding of its impact on employees (Karomah, 2020).

Quality of Work Life (QWL) refers to the degree to which employees can satisfy their personal needs through their workplace experiences. It is a multi-dimensional concept that includes various factors contributing to the overall well-being of employees within an organization. Van Laar et al., 2007

describe QWL as a crucial determinant of job satisfaction, employee retention, and productivity. A high quality of work is associated with a positive work environment where employees feel valued, motivated, and satisfied (Aidha & Tarigan, 2019; Alfani, 2018; Beh & Rose, 2007).

Organizational commitment is defined as the psychological attachment that an employee feels towards their organization. It reflects the extent to which employees identify with the organization's goals, values, and mission, as well as their willingness to exert effort on behalf of the organization. Cohen, 2007 categorize organizational commitment into three dimensions: affective commitment, continuance commitment, and normative commitment.

Previous studies have shown that each of the factors studied— dual role conflict, quality of work life, organizational commitment, and job stress are related to employee performance (Panjaitan, 2019; Tjokro, 2017; Dharmaraj, 2017; Respatingsih, 2015). However, some of these studies still leave theoretical gaps. The research by Wahab (2019) shows that job stress has a low correlation in mediating the relationship between dual role conflict and employee performance, with a correlation coefficient of 0.15. This indicates that while job stress can influence this relationship, its impact is not strong enough to cause significant changes in performance. Hapsari (2022) found a low correlation between organizational commitment and performance, particularly among married female employees. A correlation coefficient of 0.112 ($p > 0.05$) suggests that organizational commitment does not significantly strengthen the impact of quality of work life on employee performance.

The research gaps identified above have led the author to examine the role of job stress and organizational commitment as mediators. Additionally, research on the impact of dual role conflict and quality of work life on the performance of millennial female employees, with job stress as a mediator and organizational commitment as both a mediator and moderator, has not been widely conducted, especially among millennial female respondents. Therefore, the author believes that it is important to conduct this research to fill the gap in the literature and contribute meaningfully to this field.

Novelty of This Study

This study directly links the variable of dual role conflict to the performance of female employees (Anggraini, 2021; Sanjaya, 2020), as well as the positive impact of quality of work life on employee performance (Azhari, 2022; Khoridatul, 2022; Claudio, 2019; Hermawati, 2019). In this research, the author includes the variables of quality of work life, job stress, and organizational commitment as important factors influencing performance. This decision is based on the understanding that the performance of female employees is not only influenced by the dual role conflict they face (work and household responsibilities). However, there are additional aspects related to the work environment, such as quality of life, stress, and organizational commitment, which are currently happening at WIKI Group.

Several previous studies have shown inconsistencies in the impact of dual role conflict on employee performance. Research conducted by Navida (2022), Adella (2023), Haziroh (2022), Hapsari (2022), Dedeng (2021), and Iskandar (2023) found that conflicts arising from dual roles do not affect employee performance. Considering these discrepancies, the author includes job stress and organizational commitment as mediating variables to better understand the relationship between dual role conflict and employee performance.

The author includes organizational commitment as a moderating variable in this study due to inconsistencies in previous research regarding its role as a moderator. Arif (2015) stated that organizational commitment does not moderate the relationship between quality of work life and female employee performance. This study incorporates five variables: performance, dual role conflict, quality of work life, job stress, and organizational commitment. The analysis of millennial women's quality of work life and performance in this study is based on an adopted model and has never been examined before in a state-owned enterprise in the construction services sector, specifically WIKI Group. Furthermore, the variable of dual role conflict among female employees has only been studied in private organizations, while its impact on state-owned enterprise, particularly in construction services, remains unexplored. Although organizational commitment has been examined in previous studies, it has typically been treated as either an exogenous or endogenous

variable. In this study, however, organizational commitment is considered both a mediator and a moderator.

Purpose The Study

The purpose of this study is to understand the impact of dual role conflict and quality of work life on the performance of millennial female employees at WIKA Group, with job stress as a moderator and organizational commitment as both a mediator and moderator. By examining these variables, this study aims to provide valuable insights that can help improve the performance of millennial female employees at WIKA Group.

Research Hypotheses

The purpose of this study is to look into how the independent variables affects the dependent variable. Next, the analysis is done to determine whether the mediator and moderator variable has an impact on the variation in the relationship between the independent variables and dependent variable. This the study's hypothesis is described below:

H1 :The theoretical model of the influence of dual role conflict and quality of work life on performance, with job stress as a mediator and organizational commitment as both a mediator and moderator, fits the empirical data on millennial female employees at WIKA Group.

H2 : Dual role conflict affects the performance of millennial female employees at WIKA Group.

H3 : Quality of work life affects the performance of millennial female employees at WIKA Group.

H4 : Job stress affects the performance of millennial female employees at WIKA Group.

H5 : Organizational commitment affects the performance of millennial female employees at WIKA Group.

H6 : Dual role conflict affects job stress among millennial female employees at WIKA Group.

H7 : Dual role conflict affects organizational commitment among millennial female employees at WIKA Group.

H8 : Dual role conflict affects employee performance through job stress as a mediator among millennial female employees at WIKA Group.

H9 : Dual role conflict affects employee performance through organizational commitment as a mediator among millennial female employees at WIKA Group.

H10: Organizational commitment as a moderator can strengthen the influence of quality of work life on performance among millennial female employees at WIKA Group.

METHODS

Population and the Methods of sampling

The total amount of (n) =203 female employees were taken as sample. In this study, the sampling technique used is a census. The total employee population at WIKA Group is 2,563, consisting of 2,321 male employees and 242 female employees. Among the 242 female employees, 32 belong to Generation X, while the remaining 212 are part of the millennial generation. The sample selection criteria used in this study are as follows:

Millennial female employees at WIKA Group with a minimum of one year of service, as they have already undergone performance evaluations.

A minimum formal education of a Diploma (D3).

Female employees born between 1981 and 1996, or aged between 28 and 43 years.

Married and/or having children.

Based on these criteria, a total of 203 female employees were selected as the sample.

Instrumentation

Self-report questionnaires were given to female employees WIKA Group. The data collection method used is the Likert scale, which had five categories: from one (1) representing strongly disagree, to five (5) indicating strongly agree. Wherein respondents are asked to choose their level of agreement with the statements for each variable in this study for each research instrument. The scale is provided through Google Forms for the subjects to read and fill out independently. The subjects will select the answer that best matches their views from the available options.

Learning Agility Assessment Inventory (LAAI). To measure employee performance, a performance scale adapted from the Learning Agility Assessment Inventory (LAAI) by Mitchinson and Morris (2012) is used. This employee performance scale consists of 10 items. The reliability results for each aspect are as follows: innovation ability $\alpha = 0.88$, ability to learn new things $\alpha = 0.74$, ability to reflect on experiences $\alpha = 0.84$, willingness to take risks $\alpha = 0.81$, and openness to feedback from colleagues $\alpha = 0.74$. These results indicate that all aspects are reliable.

Work-Family and Family-Work Conflict Scale (WAFCS). To measure dual role conflict in this study, the Work-Family and Family-Work Conflict Scale (WAFCS) developed by Carlson, Kacmar, and Williams (2000) is adopted. The dual role conflict scale consists of 18 questions. The validity and reliability of this scale were tested by Lapierre (2008) in the United States, with validity results showing factor loadings between 0.78 and 0.90 and reliability with $\alpha > 0.85$, indicating that the scale is both valid and reliable.

The Work-Related Quality of Life (WRQoL)

The scale used to measure the quality of work life in this study is an adaptation of *The Work-Related Quality of Life (WRQoL)* scale developed by Easton and Van Laar (2013). The validity and reliability of this scale were tested by Duyan (2013) in Turkey, with validity results showing factor loading between 0.85 and 0.95 and reliability with $\alpha > 0.90$, indicating that the scale is both valid and reliable. This scale consists of 20 items.

V-Perceived Stress Scale-10 (V-PSS-10)

The measurement tool used in this study is the job stress scale adopted from the *V-Perceived Stress Scale-10 (V-PSS-10)* by Tran and Anderson (2017), which is an adaptation of Cohen's scale. The V-PSS-10 scale consists of 10 items. The validity and reliability of the job stress scale were tested by Seib (2017), with a reliability score of 0.80, indicating that the scale is both valid and reliable.

Organizational Commitment Questionnaire (OCQ)

The scale used to assess organizational commitment in this study is a modified version of the *Organizational Commitment Questionnaire (OCQ)* developed by Allen and Meyer (1990). The organizational commitment scale consists of 18 items. The validity and reliability of this instrument were tested by Mugizi (2017), with validity results showing factor loadings between 0.70 and 0.90 and reliability with $\alpha > 0.80$, indicating that the scale is valid and reliable. Additionally, Jonathan (2020) tested the scale, obtaining validity results with factor loadings between 0.72 and 0.98 and reliability with $\alpha > 0.87$, further confirming its validity and reliability.

Data Analysis

This study used LISREL 8.8 software to employ structural equation modeling (SEM) for data analysis. SEM is a comprehensive statistical technique that tests complex relationships among variables simultaneously. Confirmatory factor analysis (CFA), multiple regression, and factor analysis are all integrated into SEM, a multivariate analysis technique. It allows researchers to examine a number of interactions between Independent Variables (IV) and Dependent Variables (DV). The figure 1 below are the explanation what are Independent Variables (IV), Dependent Variables (DV), mediator and moderator variable in this study :

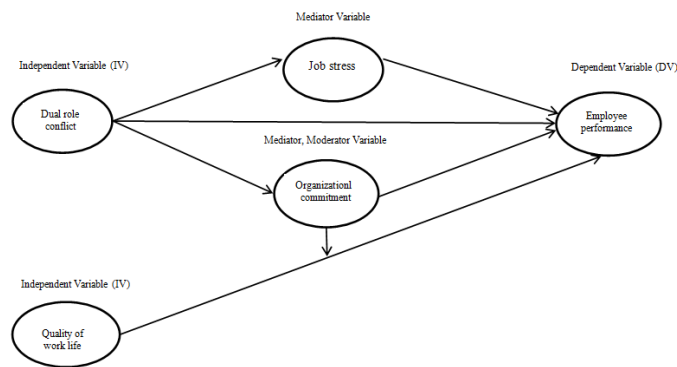


Figure 1. Independent variable, dependent variable, mediator and moderator variable

From Figure 1, we figure out that that independent variables (IV) are dual role conflict and quality of work life while dependent variable (DV) was employee performance, meanwhile stress as a mediator variable and organizational commitment as both a mediator and moderator variable. Mediator variable means that represents the variable positioned between the dependent and independent variables, it describes how the independent and dependent variables are related to one another. Moderating variable is a variable that influences the relationship between an independent variable and a dependent variable. In other words, this variable determines the extent to which the effect of the independent variable on the dependent variable can change, whether by strengthening, weakening, or even altering the direction of the relationship.

Item Analysis

To assess internal consistency for each variable in this study, the author employed **construct reliability**. Construct reliability refers to the extent to which a research instrument consistently measures the theoretical construct it is intended to measure. This term is often used in **construct validity** to ensure that all indicators within a scale truly represent the intended construct. Construct reliability is commonly assessed using Composite Reliability (CR). Construct reliability is crucial in quantitative research, especially in factor analysis or structural equation modeling (**SEM**), to confirm that the indicators within a latent variable exhibit high internal consistency. A Composite Reliability (CR) value of $\geq 0,70$ indicates good reliability. An Variance Extracted (VE) value of $\geq 0,50$ indicates that more than 50% of the indicator's variance is explained by the construct. (Hair et al., 2010).

Tabel 1. Construct reliability values for each measurement instrument

Scales	Composite reliability (CR)	Variance extracted (VE)	Information
Employee performance	0,97	0,70	Good reliability
Job stress	0,97	0,74	Good reliability
Organizational commitment	0,97	0,68	Good reliability
Dual role conflict	0,98	0,77	Good reliability
Quality of work life	0,97	0,60	Good reliability

Tabel 1. Shows that the indicators within a latent variable have high internal consistency, meaning that the research instrument consistently measures the intended theoretical construct.

Confirmatory Factor Analysis (CFA)

To assess the reliability of the measurement instrument in this study, Confirmatory Factor Analysis (CFA) was used. The main purpose of CFA is to evaluate how well a proposed measurement model fits the observed data. Latent constructs, or factors, are measured by observed variables in a theoretical model that author propose, data processing was conducted using LISREL software.

Tabel 2. Model Fitting Results for Each Measurement Instrument

Scale	Standar Fit	RMSEA	Konklusi
Employee performance	≤ 0.08	0.063	Fit
Job stress	≤ 0.08	0.047	Fit
Organizational commitment	≤ 0.08	0.062	Fit
Dual role conflict	≤ 0.08	0.046	Fit
Quality of work life	≤ 0.08	0.049	Fit

Table 2. Based on RMSEA, it is concluded that this measurement model fits the data and can proceed to the hybrid model analysis stage.

RESULTS AND DISCUSSION

Fitting Model

We applied the statistical analysis results to test the model against the outlined hypotheses. This study tested the hypotheses concerning the impact of dual role conflict and quality of work life on employee performance, with job stress acting as a mediator and organizational commitment serving both as a mediator and moderator. The standardized solution and t-value of the hybrid model, as shown in figure 2 below, confirm the model's fit.

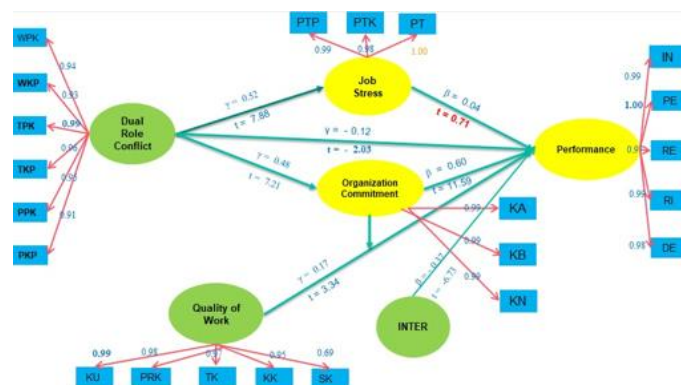


Figure 2. Hybrid Mediator & Moderator Model

Figure 2. shows that the results of the data analysis revealed a direct effect coefficient of $\gamma = -.12$ and an indirect effect of .0208, with a significance value of .275, $p < .001$. Consequently, this leads to the conclusion that job stress does not mediate the effect of dual-role conflict on the performance of female employees. This suggests that job stress does not mediate the impact of dual-role conflict on employee performance. Instead, the level of job stress does not influence the direct impact of dual-role conflict on performance.

The data analysis revealed a direct effect coefficient of $\gamma = -.12$ and an indirect effect of .288, $p < .001$. Therefore, it leads to the conclusion that organizational commitment partially mediates the relationship between dual-role conflict and female employee performance. This means that while dual-role conflict does impact employee performance, a portion of this effect occurs through organizational commitment. In other words, organizational commitment plays a crucial role in mitigating the negative impact of dual-role conflict on performance, although the direct effect of dual-role conflict persists.

The data analysis revealed a negative interaction with ($\beta = -.37$, $p < .001$). This suggests that organizational commitment moderates the relationship between work life quality and employee performance. Put simply, employees who exhibit high organizational commitment hold higher expectations for their treatment and the quality of work life offered by the organization. If the organization fails to meet these expectations, it could lead to increased dissatisfaction among female employees, potentially affecting their performance negatively.

Tabel 3. Recapitulation of Loading Factors for the Hybrid Mediator & Moderator Model

Variabel	Indicator	Standardized Loading (λ)	Standardized Loading ² (λ) ²	Std. Error ($e(1-\lambda^2)$)	CR	VE
	INL	.99	.98	.03		
	PEL	.97	.94	.06		
Performance	REL	.97	.94	.06	.99	.96
	RIL	.99	.98	.02		
	DEL	.98	.96	.03		
	Σ	4.90				
	Σ^2	24.01				
	PTPL	.99	.98	.02		
Job Stess	PTKL	.98	.96	.03	.99	.98
	PTL	1.00	1.00	.00		
	Σ	2.97				
	Σ^2	8.82				
	KAL	.99	.98	.02		
Organizational	KBL	.99	.98	.01	.99	.98
Commitment	KNL	.99	.98	.02		
	Σ	2.97				
	Σ^2	8.82				
	WPKL	.94	.88	.12		
	WKPL	.93	.86	.12		
	TPKL	.99	.98	.03	.98	.89
Dual role	TKPL	.96	.92	.06		
conflict	PPKL	.95	.90	.10		
	PKPL	.91	.83	.16		
	Σ	5.68				
	Σ^2	32.26				
	KUL	.99	.98	.02		
	PRKL	.98	.96	.04		
Quality of	TKL	.97	.94	.06	.96	.85
Work life	KKL	.95	.90	.01		
	SKL	.69	.48	.52		
	Σ	4.58				
	Σ^2	20.97				
Inter	EFEKMODE	.98	.96	.05	.95	.95
	Σ	.98				
	Σ^2	.96				

Base on Tabel 3. it is know that the loading factor values for all aspects of the research variables are above 0.5, indicating that all instruments meet the factor loading criteria in the hybrid model. The construct reliability (CR) result for female employee performance is 0.99, with a variance extracted (VE) of 0.96. The CR result for work stress is 0.99, with a variance extracted VE of 0.98. The construct reliability CR result for organizational commitment is 0.99, with a variance extracted VE of 0.98. The construct reliability CR result for dual role conflict is 0.98, with a variance extracted VE of 0.89. The construct reliability CR result for quality of work life is 0.96, with a variance extracted VE of 0.85. Lastly, the construct reliability CR result for the moderating effect is 0.95, with a variance extracted VE of 0.95.

Tabel 4. Fit Indices for the Hybrid Mediator & Moderator Model

Fit Index	Fit Standard	Calculation Result	Conclusion
GFI	≥ 0.90	.84	Marginal Fit
CFI	≥ 0.90	.98	Fit
TLI/NNFI	≥ 0.90	.98	Fit
NFI	≥ 0.90	.97	Fit
RMSEA	≤ 0.08	.080	Fit

Base on Table 4. the research findings indicate that the theoretical model in this study fits the empirical data. This theoretical model also represents a novelty in research on employee performance by positioning dual role conflict and quality of work life as exogenous variables, mediated by work stress, with organizational commitment acting as both a mediator and a moderator.

Discussion

This study shows that job stress does not act as a mediator between the impact of dual-role conflict and performance. While dual-role conflict may lead to stress, this stress does not significantly mediate or alter the relationship between dual-role conflict and employee performance. In other words, dual-role conflict affects employee performance through other mechanisms, but job stress is not one of them.

According to Lambert, 1998, job stress does not serve as a mediator because employees may have employed effective coping strategies, or other factors, such as organizational support or personal commitment, may play a more significant role in determining performance. Findings from Djawanto, 2022 support this study, suggesting that the stress resulting from dual-role conflict does not directly impact performance. In other words, although employees experience stress due to dual-role conflict, this stress does not significantly affect performance because they can manage it through other means. For instance, employees may use effective coping strategies, such as excellent time management, or receive support from colleagues and family, which helps them maintain excellent performance even under pressure. This suggests that while stress is a result of dual-role conflict, other factors, such as organizational support or personal commitment, are more influential in determining how the conflict affects employee performance.

his study demonstrates that organizational commitment as a mediator positively impacts performance through dual-role conflict. According to A. Cohen, 2007, dual-role conflict can motivate employees to strengthen their organizational commitment as a form of self-justification for the sacrifices they have made. When employees feel that they have sacrificed a tremendous deal for their work—whether in terms of time, energy, or other personal aspects—female employees tend to reinforce their organizational commitment to give meaning to those sacrifices.

This increased commitment plays a crucial role in driving better performance, as employees with high commitment are typically more emotionally and psychologically engaged with their work. These employees feel compelled to prove the value of their sacrifices by demonstrating optimal performance. Thus, dual-role conflict, which initially appears to be an obstacle, can trigger employees to enhance their engagement and motivation, ultimately leading to improved performance.

This study indicates that organizational commitment acts as a moderator that can strengthen the influence of quality of work life on performance. Although, according to Luthans, 2020, positive psychological factors such as organizational commitment generally amplify the effects of other positive interventions within an organization, including quality of work life, the findings of this study suggest a different complexity.

The study shows that organizational commitment serves as a moderator that can enhance the relationship between quality of work life and performance, but with a negative correlation. This means that while organizational commitment strengthens the relationship between quality of work life and performance, the enhanced effect leads to less desirable outcomes.

In this context, high organizational commitment and an improvement in work life quality are associated with a decrease in performance. This could happen, for example, if employees become too comfortable or complacent with favorable working conditions, there by reducing their drive to

perform better. This negative correlation indicates that other factors may be at play and need further investigation to fully understand this dynamic.

Limitation and Suggestions for Further Research

This study has several limitations. First, it focuses only on female millennial employees at WIKA Group, limiting generalizability. Future research should expand the sample to different industries and demographics. Second, the reliance on self-reported data may introduce bias, so incorporating qualitative methods or objective performance measures is recommended. Third, external factors like organizational culture and leadership were not considered, suggesting the need for further exploration of their moderating effects.

Additionally, the unexpected negative moderation of organizational commitment on quality of work life requires deeper investigation, particularly regarding burnout and overcommitment. Lastly, with the rise of remote and hybrid work, future studies should examine how evolving work structures impact job stress, dual-role conflict, and organizational commitment. Addressing these limitations will help refine strategies for improving employee well-being and performance.

CONCLUSIONS

The study concludes that the relationships between dual-role conflict, job stress, organizational commitment, and quality of work life are complex and have significant implications for the performance of millennial female employees. Firstly, it was found that job stress does not mediate the effect of dual-role conflict on employee performance, suggesting that while dual-role conflict can lead to stress, this stress does not significantly alter the relationship between conflict and performance. Female employees seem to manage stress through alternative coping mechanisms or support systems, which prevents it from diminishing their performance.

Secondly, the study highlights that organizational commitment serves as a partial mediator in the relationship between dual-role conflict and performance. This indicates that while dual-role conflict negatively affects performance, it also simultaneously motivates employees to reinforce their commitment to the organization as a way of justifying their sacrifices. This strengthened commitment, in turn, has a positive impact on performance, demonstrating the critical role of organizational commitment in buffering the adverse effects of dual-role conflict.

Finally, the research reveals that organizational commitment has a complex moderating role in the relationship between quality of work life and performance. Contrary to traditional expectations, high organizational commitment, when coupled with an enhanced quality of work life, may lead to decreased performance. This counter-intuitive finding suggests that excessive comfort or complacency could reduce employees' motivation to maintain high performance, indicating a threshold beyond which organizational commitment might hinder rather than help employee performance. These insights contribute to the development of psychology by emphasizing the importance of context and balance in understanding the intricate dynamics between workplace stressors, employee commitment, and performance outcomes.

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Author Contribution Statement

NT having a responsibility to make research conceptual framework, writing and analyzing phenomenon.

LIS is responsible with disseminating and collecting data. DH is responsible for the analysis data, make some interpretation of data finishing result.

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