

# THE EFFECT OF ROLE STRESS AND JOB RESOURCES ON EMOTIONAL EXHAUSTION WITH WORK-FAMILY CONFLICT MEDIATION AMONG HIGHER EDUCATIONAL STAFF

Kusnani Sita Handayu<sup>1</sup>

Anita Maharani<sup>2</sup>

Kurnia Endah Riana<sup>3</sup>

<sup>1,3</sup>Universitas Terbuka, Jalan Cabe Raya, Pondok Cabe, Pamulang,  
Tangerang Selatan 15437, Banten-Indonesia

<sup>2</sup> Management Department, BINUS Business School Master Program, Bina Nusantara  
University, West Jakarta, 11480, Indonesia

[<sup>1</sup>kusnani\\_sh@gmail.com](mailto:kusnani_sh@gmail.com)

[<sup>2</sup>anita.maharani@binus.edu](mailto:anita.maharani@binus.edu)

[<sup>3</sup>riana@ecampus.ut.ac.id](mailto:riana@ecampus.ut.ac.id)

**Abstract:** This study investigates how role stress and job resources affect emotional exhaustion among university staff, with work-family conflict as a mediator. Using a quantitative causal design, data was collected via 5-point Likert scale questionnaires from 200 employees at XYZ University (from a population of 1,944), including civil servants, permanent staff, and contract workers. SEM-PLS analysis (SmartPLS 3) yielded key findings, role stress significantly increases emotional exhaustion, job resources reduce exhaustion, but not significantly, work-family conflict significantly worsens exhaustion, role stress directly heightens work-family conflict, Job resources weakly reduce work-family conflict (insignificant), Work-family conflict mediates role stress's impact on exhaustion, No significant mediation occurred between job resources and exhaustion. The results highlight that while workplace pressures strongly contribute to burnout, existing support systems fail to sufficiently mitigate stress. This suggests XYZ University should redesign workloads to reduce role ambiguity, strengthen institutional support mechanisms, implement work-life balance policies. The study provides empirical evidence on stress dynamics in higher education, though future research should expand sampling for broader applicability.

**Keywords :** role stress, job resources, emotional exhaustion, work-family conflict, higher education

**Abstrak:** Studi ini menyelidiki bagaimana stres peran dan sumber daya pekerjaan memengaruhi kelelahan emosional di antara staf universitas, dengan konflik pekerjaan-keluarga sebagai mediator. Dengan menggunakan desain kausal kuantitatif, data dikumpulkan melalui kuesioner skala Likert 5 poin dari 200 karyawan di Universitas XYZ (dari populasi 1.944), termasuk pegawai negeri, staf tetap, dan pekerja kontrak. Analisis SEM-PLS (SmartPLS 3) menghasilkan temuan utama, stres peran secara signifikan meningkatkan kelelahan emosional, sumber daya pekerjaan mengurangi kelelahan, tetapi tidak signifikan, konflik pekerjaan-keluarga secara signifikan memperburuk kelelahan, stres peran secara langsung meningkatkan konflik pekerjaan-keluarga, Sumber daya pekerjaan secara lemah mengurangi konflik

pekerjaan-keluarga (tidak signifikan), Konflik pekerjaan-keluarga memediasi dampak stres peran pada kelelahan, Tidak ada mediasi signifikan yang terjadi antara sumber daya pekerjaan dan kelelahan. Hasilnya menyoroti bahwa sementara tekanan di tempat kerja sangat berkontribusi terhadap kelelahan, sistem pendukung yang ada gagal untuk mengurangi stres secara memadai. Ini menunjukkan Universitas XYZ harus mendesain ulang beban kerja untuk mengurangi ambiguitas peran, memperkuat mekanisme dukungan kelembagaan, menerapkan kebijakan keseimbangan kehidupan kerja. Studi ini memberikan bukti empiris tentang dinamika stres dalam pendidikan tinggi, meskipun penelitian di masa mendatang harus memperluas sampel untuk penerapan yang lebih luas.

**Kata Kunci :** stres peran, sumber daya pekerjaan, kelelahan emosional, konflik pekerjaan-keluarga, perguruan tinggi

## INTRODUCTION

Higher education institutions with legal entity status are obligated to maintain their quality across various aspects. The aspect including delivering quality higher education tri-dharma (teaching, research, and community service), managing state universities with good governance principles, ensuring financial viability, implementing social responsibility, and contributing to economic development to sustain autonomy in management (Sulila, 2021). One state university in West Java that transitioned to a legal entity institution (PTN-BH) is XYZ University, as stipulated in the 2013 Government Regulation on the Statute of XYZ University.

To uphold institutional quality, XYZ University continuously strives to improve its Key Performance Indicators (IKU) year after year. XYZ University maintained consistent Key Performance Indicator (IKU) targets from 2021-2023, with several strategic adjustments. While IKU 1 remained stable at 80% across all three years, IKU 3 and IKU 7 saw progressive increases from 20% to 30% and 35% to 50% respectively. Notably, IKU 5 demonstrated the most significant change, jumping from 0.15 in 2021 to 1.5 in subsequent years (Simaker, 2024).

The implications of the high standards of achievement and autonomy that are owned cause legal entities to be able to make dynamic changes within their organizations in order to achieve various targeted goals, and in this case the workload of employees is also adjusted based on the IKU target. This can lead to high job demand for XYZ employees, so that employees are required to work optimally in order to achieve the goals of this institution. The number of XYZ employees during 2019-2023 decreased by an average of 2.17 percent each year. Since 2019, XYZ has started recruiting permanent non-PNS employees to fill empty positions due to reduced recruitment for CPNS, even since 2014 there has been no CPNS formation for education personnel (IPB, 2023).

The decreasing trend in the number of education personnel at XYZ and effective financial management policies in the use of funds including in the recruitment of education personnel to replace education personnel who resign/retire/die as an implication of the change in form to a university with legal status, will potentially increase the workload for active education personnel who are still there. This is indicated by the percentage of education personnel who work beyond working hours of 45.48% with an average working hours of 40 hours/week, while according to Presidential Regulation Number 21 of 2023 Article 4 that the Working Hours of Government Agencies and Employee Working Hours are 37 (thirty seven) hours 30

(thirty) minutes in 1 (one) week excluding break times. This phenomenon indicates an excess burden on XYZ employees and this condition is called role overload, which is a condition experienced by employees who have a fairly large amount of work, according to research by Ivancevich and Matteson (Lambert, et, al., 2005).

The Roll Stress phenomenon that occurs in XYZ employees includes 4 out of 10 employees feeling that they are not given enough time to do a job, doing too much work for one person, work performance standards that are too high, having to complete two jobs in different ways, while 5 out of 10 employees work with two or more groups that have different functions. The Emotional Exhaustion phenomenon experienced by employees is 4 out of 10 employees feel very tired at the end of the working day, 5 out of 10 employees feel physically, mentally, and emotionally exhausted because of work, while 3 out of 10 employees feel exhausted every morning to face work on the day, exhausted from working with many people all day and working too hard in their jobs. The objectives of this study are: 1) To determine the positive influence of role stress on emotional exhaustion of educational staff at XYZ College; 2) To determine the negative influence of job resources on emotional exhaustion of educational staff at XYZ College; 3) To find out the positive influence of work-family conflict on emotional exhaustion of education personnel at XYZ University; 4) To find out the positive influence of role stress on work-family conflict of education personnel at XYZ University; 5) To find out the negative influence of job resources on work-family conflict of education personnel at XYZ University; 6) To find out the mediating influence of work-family conflict on the relationship between role stress and emotional exhaustion of education personnel at XYZ University; 7) To find out the mediating influence of work-family conflict on the relationship between job resources and emotional exhaustion of education personnel at XYZ University. The problem of work-family conflict is increasingly complex nowadays, and this applies to all aspects of life, including among education personnel at universities. Among the many factors that are considered to influence work-family conflict is job demand resource which in many studies leads to emotional exhaustion. In a number of studies, emotional exhaustion is considered interesting to study, especially because of the demands in work that force a person to have the ability to provide the best service to all parties regardless of their physical or emotional condition, and this can occur in various organizations including in the university environment.

## **LITERATURE REVIEW**

Job Demands-Resource (JD-R) theory suggests that job demands and resources in an organization will ultimately determine the well-being of its employees dynamically (Bakker & Demerouti, 2017). In general, it is stated in the JD-R theory that demands in the form of continuous daily workload can lead to chronic stress and even chronic illness. In contrast, job resources such as performance feedback and social support in the workplace act as a motivating buffer, providing resources to respond to stressors from job demands and facilitating the emergence of positive meanings towards work (Bakker & de Vries, 2021).

The application of JD-R in the context of a legal entity higher education institution, namely various demands related to the achievement of tridharma quality such as in the form of accreditation of higher education institutions and study

programs, increasing student achievement, increasing the contribution of higher education institutions to government programs and the business world, while among the resources that are expected to provide a buffer effect are institutional policies aimed at optimizing employee performance and welfare or staf (Rahmandani, et al., 2021). It is known that there are four variables in this study, namely role stress, job resources, work-family conflict, and emotional exhaustion. Based on these four variables, and supported by previous studies, the hypothesis of this study is as follows:

Research conducted by Bakker & Demerouti (2017) showed role stress has a positive relationship with emotional exhaustion because in difficult and demanding work environment conditions, employees can experience loss of resources that make them vulnerable to fatigue, and it also explained the experience of emotional exhaustion as an impact of severe stress will motivate employees to minimize the loss of important resources they have such as energy, time, and materials. Therefore, the more role inconsistencies, the higher the emotional exhaustion, so the first hypothesis is:

*H1: Role stress has a positive effect on emotional exhaustion of XYZ employees.*

Job resources themselves are divided into several levels. The job and task level is a level that describes the form and description of the work and tasks that employees have as individuals (Veldhoven, 2021). Several previous studies have shown that job resources play a role in reducing the level of job demands in a job, thereby reducing emotional exhaustion. Therefore, the form of the second hypothesis is as follows:

*H2: Job resources have a negative effect on the emotional exhaustion of XYZ Employees.*

Work-family conflict is a form of friction that occurs in the work environment and family environment. For example, there are individuals who have conflicts in the family environment because the individual cannot divide their priorities between work and family (Martin, 2013). Work-family conflict is also the impact of an imbalance in the two roles held by individuals, both in work and family, which influence each other (Bellavia & Frone, (2005); Martin, 2013). Therefore, the higher the work-family conflict, the higher the emotional exhaustion, so the form of the third hypothesis is as follows:

*H3: Work-family conflict has a positive effect on the emotional exhaustion of XYZ employees.*

Role stress is a form of pressure due to work and can have a negative effect on individuals (Frank & Kodikal, 2017). According to several previous studies, role stress is generally found in several work sectors, such as medicine, sales, and accounting (Wen, et al., 2020). Therefore, the more role stress, the higher the work-family conflict. Therefore, the fourth hypothesis is as follows:

*H4: Role stress has a positive effect on XYZ Employee's work-family conflict.*

If the job resources are high, it will certainly improve individual performance and maintain mental health, even though the job demands are also high (Hu, et al., 2011). However, according to Chen and Cooper (2014), employees must also be active in finding their own job resources without always relying on the company. Therefore, the more job resources, the less work-family conflict, so the fifth hypothesis is as follows:

*H5: Job resources have a negative effect on XYZ Employee's work-family conflict.*

Role stress is an individual's response to events that threaten individuals and reduce their ability to deal with them (Tang & Li, 2021). Dewinta & Dwirandra (2019) stated that various roles that employees must fulfill are prone to causing role stress in employees towards other roles that are more difficult to do. If employees experience stress at work, then when an employee is carrying out a particular role, they will find it difficult to meet the expectations of other roles (Jayarathna, 2021). The existence of this role stress will directly affect work-family conflict so that it indirectly also affects emotional exhaustion. Therefore, the sixth hypothesis is:

*H6: Work-family conflict mediates the effect of role stress on emotional exhaustion of XYZ employees.*

According to Bakker & Demerouti (2017), there are four dimensions of job resources, namely social support, autonomy, quality of relationships with superiors, performance feedback. The more job resources will affect work-family conflict which indirectly affects emotional exhaustion. Therefore, the last hypothesis is as follows:

*H7: Work-family conflict mediates the effect of job resources on emotional exhaustion of XYZ Employees*

## **RESEARCH METHOD**

This study uses a quantitative research approach and uses a questionnaire survey. The data collection process for this study was obtained through a research sample that would describe the research population. In addition, this study was conducted without any conditioned atmosphere or commonly called field conditions, namely the atmosphere or conditions of the study will be left alone. Finally, this study is open, namely the purpose of this study will be explained in advance to the respondents, so that there is no information in this study that is hidden from the respondents.

The study was conducted on employees working at XYZ for educational staff with various employment statuses, namely Civil Servants, permanent employees and contract workers with a population of 1944 people. The sample selection used nonprobability sampling, or more precisely by using convenience sampling. From the distribution of questionnaires online, 200 respondent data were obtained that could be analyzed.

To measure emotional exhaustion, we adopt instruments from Maslach & Jackson (1981), then to measure work family conflict, we adopt instruments from Carlson, et.al. (2000), then to measure job resources role stress, we adopt instruments from Beehr, et.al. (1976), Rizzo, et.al. (1970), then to measure job resources we adopt instruments from Morgeson & Humphrey (2006).

This study adopt two steps of analysis technique in SEM-PLS, 1) measurement model assesment through validity testing and reliability testing and 2) structural model assesment through SEM-PLS.

## **RESULTS AND DISCUSSIONS**

Respondent data obtained in this study are primary data obtained through online questionnaire distribution to XYZ employees. The characteristics of respondents in this study are the respondent profile which includes employee status, gender, age, marital status, last education, length of service and length of service as an educational staff, position in educational staff, responsibility as administrative or

not at XYZ. From the online questionnaire distribution, 200 respondent data were obtained that could be analyzed. The general description of the respondent profile can be described as follows:

**Table 1. Majority Respondents Characteristics**

No.	Characteristics	Category	Amount	Percentage
1.	Employment status	Civil servant	120	62%
2.	Gender	Women	114	57%
3.	Age	45–54 years	88	44%
4.	Marriage status	Married	170	85%
5.	Education	Undergraduate degree	95	47,5%
6.	Length of working experience	>10 years	162	81%
7.	Job position	Academic Administration Staff	73	36,5%

Source: Processed data, 2025

Based on respondent characteristics data, the majority of respondents in this study were Civil Servants (62%) with a female gender proportion of 57%. The most dominant age group was 45–54 years old (44%), indicating that most respondents were in the productive age range with quite mature work experience. Most respondents were also known to be married (85%), which could reflect a relatively high level of social and economic stability. In terms of educational background, almost half of the respondents were bachelor graduates (47.5%), indicating a fairly good level of formal education. Length of service of more than 10 years dominated as much as 81%, indicating that respondents had long work experience. The most positions held by respondents were in the administrative field (36.5%), indicating that administrative roles have a significant portion in the composition of respondents in this study.

**Table 2. Highest Instruments' Mean Results**

No.	Variables	Overall Mean's Result	Statements	Score
1.	<i>Emotional Exhaustion</i>	3,11	EE2 : Tiredness at the end of the day	3,57
2.	<i>Work-Family Conflict</i>	2,99	WFC1 : Working hours reduce family time	3,48
3.	<i>Role Stress</i>	2,84	RC4 : Different tasks from 2 people	3,76
4.	<i>Job Resources</i>	3,68	FFSS4 : Family emotional support	4,43

Source: Processed data, 2025

The results of the study showed that the variable with the highest average was Job Resources with a value of 3.68, indicating that respondents felt quite a lot of support from the work environment, especially from the aspect of emotional family support (the highest indicator score was 4.43). Meanwhile, the Emotional Exhaustion variable

had an average of 3.11, with the highest indicator being a feeling of exhaustion at the end of the day (score 3.57), indicating that some respondents experienced a significant level of emotional exhaustion. The Work-Family Conflict variable had an average of 2.99, with the main indicator being working hours that reduce time with family (score 3.48), reflecting the existence of role conflict between work demands and family life. On the other hand, Role Stress had the lowest average of 2.84, although its highest indicator, namely different tasks from two people, showed a fairly high score (3.76), indicating the existence of workload or role ambiguity that was still felt by some respondents.

**Table 3. Model Assesment**

No.	Hypotesis	Direction	T-Statistic	P-Value	Information
1.	RS → EE	Positive	3,365	0,001	Significant
2.	WFC → EE	Positive	6,682	0,000	Significant
3.	RS → WFC	Positive	25,168	0,000	Significant
4.	JR → EE	Negative	0,023	0,981	Not significant
5.	JR → WFC	Positive	1,564	0,118	Not significant

Source: Processed data, 2025

The results of the model and hypothesis testing show that there is a positive and significant relationship between Role Stress (RS) and Emotional Exhaustion (EE) with a T-Statistic value of 3.365 and a P-Value of 0.001. This means that the higher the perceived role pressure, the higher the level of emotional exhaustion experienced by the respondents. In addition, the relationship between Work-Family Conflict (WFC) and Emotional Exhaustion is also proven to be significant (T-Statistic 6.682; P-Value 0.000), indicating that conflict between work and family also worsens the emotional condition of employees. Furthermore, the results of the analysis also show that Role Stress has a positive and significant effect on Work-Family Conflict, with a T-Statistic of 25.168 and a P-Value of 0.000. This means that high role pressure can increase the conflict between work demands and family responsibilities. These findings strengthen the evidence that workplace pressure not only affects individual conditions, but can also spread to family life. However, not all hypotheses in this research model proved significant. The effect of Job Resources (JR) on Emotional Exhaustion has a negative direction according to the hypothesis, but is not significant (T-Statistic 0.023; P-Value 0.981). Likewise, the effect of Job Resources on Work-Family Conflict is also not significant (T-Statistic 1.564; P-Value 0.118). This shows that although support in the job is available, it is not strong enough to significantly reduce emotional exhaustion or conflict between work and family.

**Table 4. Summary of Hypothesis Testing**

No.	Hypotesis	Information
1.	H1: Role stress has a positive and significant effect on emotional exhaustion	Accepted
2.	H2: Job resources have a significant negative effect on emotional exhaustion	Rejected
3.	H3: Work-family conflict has a significant positive effect on emotional exhaustion	Accepted

4.	H4: Role stress has a significant positive effect on work-family conflict	Accepted
5.	H5: Job resources have a significant negative effect on work-family conflict.	Rejected
6.	H6: Work-family conflict mediates the significant positive effect of role stress on emotional exhaustion	Accepted
7.	H7: Work-family conflict mediates the insignificant positive effect of job resources on emotional exhaustion	Rejected

This study examined the influence of role stress, job resources, and work-family conflict on emotional exhaustion among educational staff at XYZ University, a state university in West Java with legal entity status (or in Bahasa, PTN-BH). The findings provide valuable insights into how workplace demands and support systems impact employee well-being, particularly in the context of higher education institutions striving to meet performance targets while maintaining employee welfare.

We proposed seven hypothesis, where three out of four are rejected. The rejected hypothesis are: hypothesis 2, hypothesis 5 and hypothesis 7. Through this results then we follow up with discussions as follow.

The study confirmed that role stress positively and significantly influences emotional exhaustion (T-Statistic = 3.365,  $p < 0.05$ ). This aligns with previous research (Bakker & Demerouti, 2017), suggesting that high job demands—such as workload, conflicting expectations, and performance pressures—deplete employees' psychological resources, leading to burnout. At XYZ University, where employees face increasing Key Performance Indicator (IKU) targets, role stress likely stems from excessive work demands, ambiguity in job expectations, and the pressure to balance multiple responsibilities. University management should implement role clarity interventions, such as structured job descriptions, realistic workload distribution, and stress management programs, to mitigate emotional exhaustion.

The results indicate that work-family conflict significantly increases emotional exhaustion (T-Statistic = 6.682,  $p < 0.001$ ). This supports prior studies (Bellavia & Frone, 2015; Martin, 2013) showing that employees struggling to balance work and family roles experience heightened stress and fatigue. Given that 45.48% of XYZ employees work beyond standard hours, the spill over of work demands into personal life exacerbates emotional strain. Flexible work arrangements (e.g., hybrid work, adjusted schedules) and family-supportive policies (e.g., childcare assistance, family leave) could help reduce work-family conflict.

There is a strong positive relationship between role stress and work-family conflict (T-Statistic = 25.168,  $p < 0.001$ ). Employees facing high job demands (e.g., multiple tasks, unclear expectations) find it harder to disconnect from work, leading to family-related strain. This finding reinforces the spill over effect, where workplace stress permeates personal life (Jayarathna, 2021). Training programs on time management, delegation, and boundary-setting could help employees manage role stress and minimize its impact on family life.

Contrary to expectations, job resources did not significantly reduce emotional exhaustion (T-Statistic = 0.023,  $p = 0.981$ ). While JD-R theory (Bakker & Demerouti, 2017) posits that resources (e.g., social support, autonomy) buffer stress, the findings



suggest that at XYZ University, available resources may be insufficient or inadequately utilized to counteract high job demands. The university should enhance job resources – such as mentorship programs, mental health support, and recognition systems – to make them more effective in alleviating exhaustion.

Job resources also did not significantly reduce work-family conflict (T-Statistic = 1.564,  $p = 0.118$ ). This contrasts with previous studies (Hu et al., 2011) suggesting that supportive work environments help employees balance work and family. A possible explanation is that institutional policies at XYZ may not sufficiently address work-life integration, or employees may not actively leverage available resources (Chen & Cooper, 2014). Universities should promote awareness of existing support systems and tailor resources (e.g., counselling, peer support groups) to employees' needs.

Work-family conflict mediates the effect of role stress on emotional exhaustion, meaning that high job demands worsen work-family balance, which in turn increases burnout. Work-family conflict does not mediate the effect of job resources on emotional exhaustion, reinforcing that job resources alone are insufficient to mitigate exhaustion via work-family dynamics.

This research makes a significant contribution to the development of human resource management theory, particularly in the realm of work-family balance and burnout within the framework of the Job Demands-Resources (JD-R) Model. Also, this study provides new empirical evidence supporting the view that emotional exhaustion as a primary form of burnout is caused not only by high workload, but also by complex interactions between role demands, resource availability, and conflicts between life domains.

## CONCLUSIONS

Based on the results of the study, it was concluded that Role Stress has a significant influence in increasing Emotional Exhaustion. Role pressure felt by individuals, such as unclear demands or inter-role conflicts, can cause high emotional exhaustion. Likewise, Work-Family Conflict has also been shown to increase levels of emotional exhaustion. When work begins to interfere with family time and responsibilities, this has a negative impact on the employee's emotional condition. Meanwhile, the Job Resources variable did not show a statistically significant effect on emotional exhaustion or conflict between work and family. This means that the existence of job resources such as coworker support or office facilities is not strong enough to provide real psychological protection in the context of this study. This may be influenced by respondents' perceptions of the relevance or effectiveness of available resources.

However, of all resource indicators, family support occupies the highest position as Dominant Resources. This finding indicates that emotional support from the family is an important factor and plays a major role in maintaining an individual's psychological balance, especially in dealing with role pressure and work-family conflict. Family involvement in providing emotional support seems to be the main buffer in dealing with high work demands.

The researcher is very aware that the results of this study are not perfect and have limitations that affect the expected results. Therefore, these limitations are expected to be given more attention for further research. Some limitations in this study include: 1) This study is limited to the use of role stress and job resources variables on work-family conflict and emotional exhaustion; 2) Respondents in this study only focused on XYZ employees; 3) Limitations on the object of study, namely XYZ.

Referring to the results of the study, it is recommended that organizational management strengthen stress management strategies through efforts to clarify employee roles and workloads. Unclear tasks and responsibilities can cause high psychological stress, so clear communication, an organized work structure, and supportive supervision are needed to prevent excessive role stress.

In terms of work policies, organizations need to encourage flexibility and work autonomy to reduce conflict between work and personal life. The implementation of a more flexible work system, such as working time arrangements or work from home policies, can help employees maintain a balance between professional and family responsibilities, thereby reducing the risk of work-family conflict and emotional exhaustion.

In addition, it is important for organizations to strengthen social support in the work environment, both from superiors and coworkers. A supportive work climate will increase employee psychological resilience. On the other hand, although job resources have not been proven statistically significant, their utilization still needs to be optimized through training, access to information, and adequate work facilities in order to provide maximum contribution in supporting employee welfare.

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