

Effect of Job Stress, Work Conflict, and Workload on Employees' Performance

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ABSTRACT

The company's human resources (HR) is the company's main asset that must be managed and utilized effectively and efficiently and humanely. Employee performance is a very important thing for a company. To improve performance, there are several aspects such as Job Stress, work conflict, and workload so that the performance of each employee can be improved. The purpose of this study was to explain the effect of Job Stress, work conflict, and workload on employee performance. This research was conducted at PT. Family Circus in Badung. The number of samples used is 50 employees who work in the company, with the sampling method of saturated sampling technique. Collecting data using a questionnaire, the data was analyzed with multiple linear regression analysis. The results indicate that Job Stress, Work conflict and Workload have a positive significant effect on employees' performance.

Keywords: Employee Performance, Job Stress, Work Conflict, Workload.

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I. INTRODUCTION

In times like today, where the COVID-19 virus pandemic has a very significant impact on the development of a company or organization, one of which has an impact on the company's human resources (HR) where it is the company's main asset that must be managed and utilized effectively and efficiently. and humane. According to Hasibuan (2016), human resources are efforts to mobilize and manage human resources within the organization so that they can think and act as desired. Performance is about doing work and the results achieved from that work. Performance is the result of a person's work, and overall management process, where the results of a person's work must be shown with measurable evidence based on tasks that have been assigned as well as the quantity, quality, and time used in carrying out the tasks (Samudri *et al.*, 2020; Yuliantini & Suryatiningsih, 2021).

Mangkunegara (2017) argues that Job Stress is a feeling of pressure experienced by employees in dealing with work that can influence job performance. Sinambela (2018), stress is a condition of tension that affects a person's emotions, thoughts, and physical condition. Job Stress is a condition of tension that affects a person's emotions, thought processes, and conditions. Job Stress is a process that causes people to feel sick, uncomfortable, or tense because of a particular job, workplace, or work situation. Stress is anything in which non-specific demands require an individual to respond or take action. Excessive Job Stress can also trigger instability in the emotional level of employees which results in a lack of control over the work being done. Besides job stress, work conflict also plays a part in the job performance of the employee. Work conflict is a situation in which conflicting goals, attitudes, emotions, and behavior lead to opposition and disputes between two or more groups.

The proportion of workload also leads to the improvement of job performance. According to Putra and Prihatsanti

(2017), the workload is a condition when workers are faced with tasks that must be completed on time. The workload is a set or number of activities that must be carried out by the unit or organizational position holder within a certain period. Workload measurement provides several advantages for organizations. Very basic reason for measuring workload is to quantify the mental costs that must be incurred in doing a job to predict system and worker performance. A normal workload is a workload where employees and the work they do are balanced so that they do not experience difficulties in carrying out their work. The workload is the body's ability to accept work. The work capacity must be adjusted to the number of existing employees.

II. LITERATURE REVIEW

A. Role Theory

Roles are normative behavioral patterns that are expected in a certain status. In other words, a status has a role that must be lived according to the applicable rules. Role theory stated that when individuals do not have adequate information to produce effective job performance in certain roles, the individual will experience role ambiguity. An individual or group when exercises his rights and obligations and then carries out a role (Makom, 2021).

B. Employee Performance

Employee performance is the result achieved by a person in carrying out the duties and responsibilities assigned to him in order to realize the goals, objectives, vision and mission of the organization. According to Robbins and Judge (2016) indicators to measure employee performance individually there are 5 indicators, namely: Quality; Quantity; Punctuality; Effectiveness; independence.

C. Job Stress

Job Stress is a condition where there is a tension that results in changes to physical conditions and ways of thinking, as well as emotions (Adiguzel & Kucukoglu, 2019). Hamali (2018) states there are four indicators of Job Stress, namely: Physical Environment; Stress due to Role or Task; Causes of Interpersonal Stress; Organization.

D. Work Conflict

According to Erliana and Hadi (2020), work conflict is a difference of opinion or idea that occurs between two or more members in a group organization caused by differences. According to Alimuddin (2020), the indicators of work conflict are as follows: Communication errors; Goal difference; Differences in judgment or perception; Interdependence of work activities; Error in affection.

E. Workload

A workload is a number of activities that must be completed by an employee or organizational unit in a certain period (Jufri & Mellanie, 2019) which included: Targets achieved; Working Conditions; Job Standard.

F. Conceptual Framework

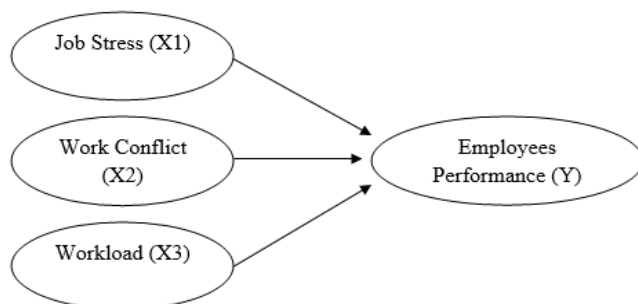


Fig. 1. Conceptual Framework.

G. Research Hypothesis

According to Krisnawati and Lestari (2018), job stress has a positive and significant effect on employee performance, meaning that the higher the Job Stress experienced by employees at work, the higher the employee performance. Mahaputra and Ardana (2020) found that Job Stress has a positive and significant effect on employee performance.

H1: Job stress has a positive and significant effect on employee performance.

According to Solatiah and Muhammad (2019) work conflict has a significant positive effect on employee performance. From the theory obtained from Lewis Coser that conflict can have a positive effect on strengthening relationships between coworkers. Research conducted by Yofandi (2017), said there was a strong positive relationship between work conflict and employee performance.

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

Muhammad *et al.* (2016) showed that the workload variable had a significant influence on employees' performances because the tasks given to employees are too

heavy, so employees feel burdened by tasks and the benefits provided are not appropriate so employees feel very burdened. According to Irawati & Carrollina (2017) that there is a positive and significant influence between workload internally on the performance of operator employees.

H3: Workload has a positive and significant effect on employee performance.

III. METHODOLOGY

The research design used is quantitative research which specifically is causality associative. This research was conducted at PT. The Family Circus, Badung, Bali. The population used in this study was 50 employees at PT. The Family Circus in 2022. The sampling technique in this study is saturated, namely the determination of the sample if all members of the population are used as samples. So, in this study, there were 50 people. The data collection method used is the distribution of the questionnaire which is measured by a 5-point Liker scale. In this study, a descriptive quantitative approach was used, namely multiple linear regression analysis through SPSS software.

IV. RESULTS AND DISCUSSION

A. Description of Research Variables

The employee performance statement that has the lowest score "I can complete the task carefully" obtained a score of 3.28 which means respondents think that they have not been able to complete tasks carefully. Variable Performance of employees who have the highest average is the statement "I am present at work according to the specified time every day", which obtained a score of 3.54 means respondents are present at the workplace according to the specified time every day.

The Job Stress variable that has the lowest average is the statement "The atmosphere and conditions in the workplace are very comfortable and there are rarely technical obstacles", the average value is 3.14 which means that in general respondents perceive the atmosphere and conditions in the workplace to be very comfortable and there are rarely technical obstacles. The Job Stress variable that has the highest average is the statement "There is a sudden reduction in employees that causes stress.", which a score of 3.66, in general respondents think that a sudden reduction in employees can cause stress.

The work conflict variable that has the lowest average is the statement "There are situations where differences in culture and social skills trigger conflicts between superiors and colleagues", the average value is 3.26 which means that in general respondents think there is no situation where cultural differences and social skills trigger conflicts between superiors and colleagues. The work conflict variable that has the highest average is the statement "At work, there is a conflict with superiors regarding the company's operations.", which obtained a score of 3.48, in general, respondents think that when working there is a conflict with superiors regarding the company's operations.

The workload variable that has the lowest average is the statement "My salary and responsibilities are not comparable", the average value is 3.30 which means respondents feel that their salaries and responsibilities are comparable. Variable Workload that has the highest average is the statement "The target given is not appropriate and exceeds the capacity of my role", which obtained an average value of 3.50 which means that in general, respondents feel that the targets given are not appropriate and exceed the capacity of their roles.

B. Multiple Linear Regression Analysis

TABLE I: RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Variable	Regression Coefficient		t	Sig
	B	Std. Error		
(Constant)	0.371	0.339	1.095	0.279
Job Stress	0.277	0.107	2.602	0.012
Work Conflict	0.363	0.101	3.592	0.001
Workload	0.252	0.098	2.555	0.014
F Stat: 29.160				
Sig F: 0.000				
R ² : 0.655				

The value of $R^2 = 65.5$ percent, which means 65.5 percent of employee performance is influenced by Job Stress (X1), work conflict (X2) Workload (X3), and the remaining 34.5 percent is influenced by other variables that are not investigated in this study. The F-count value is 29.160 with a significance of 0.000 can be concluded that the model is fit with observational data

C. Effect of Job Stress on Employee Performance

Significance level of $0.012 < 0.05$ was generated. Based on the test value, it can be seen statistically that H_a is accepted for the first hypothesis, there is a positive and significant influence between Job Stress on the performance of employees. According to Krisnawati and Lestari (2018), Job Stress has a positive and significant effect on employee performance, meaning that the higher the Job Stress experienced by employees at work, the higher the employee's performance.

D. The Effect of Work Conflict on Employee Performance

Based on SPSS data processing, a significance level of $0.001 < 0.05$ was generated and H_a is accepted for the second hypothesis, there is a positive and significant influence between work conflict on the performance of employees of Erwandari and Sari (2019), Susilo and Wahyudin (2020), Yofandi (2017), show that the Conflict variable directly has a positive and significant influence on the level of employee performance.

E. Effect of Workload on Employee Performance

A significance level of $0.014 < 0.05$ was generated, H_a is accepted, that there is a positive and significant influence between workload on the performance of employees. Muhammad *et al.* (2016) showed that the workload variable had a significant influence on employee performance. This is because the tasks given to employees are too heavy, so employees feel burdened by tasks and the benefits provided are not appropriate so employees feel very burdened. Siburian *et al.* (2021) found that workload had a positive and significant effect on the work environment and employee performance. the results of this study are in line with research

findings which state that there is a positive and significant influence between workload and employee performance (Idayanti & Piartrini, 2020). Also, partially the workload has a significant effect on employee performance, and workload has an impact on employee performance.

F. Research Implication

The theoretical implications of the results of this study provide evidence for the development of organizational behavior science and management science which can empirically prove the theory used in this study, namely role theory. It is stated that when an individual does not have sufficient information to produce effective job performance in a particular role, the individual will experience role ambiguity. An individual or group when carrying out his rights and obligations then carries out a role. In addition, the results provide an understanding of PT. The Family Circus in Badung regarding Job Stress, work conflict, and workload can significantly improve the performance of employees of PT. The Family Circus in Badung, where the management of PT. The Family Circus in Badung is expected to be able to pay attention to Job Stress, work conflicts, and workloads owned by employees.

G. Research limitations

The scope of the research includes only 50 employees of PT. The Family Circus in Badung cannot describe the performance of all employees at PT. The Family Circus. This study only uses Job Stress, work conflict, and workload variables as variables that affect performance, while many other variables can affect performance outside the model described in this study. This research is only carried out at a certain point in time (cross-section), while the environment changes from time to time (dynamic), so this research is important to be carried out again in the future. The phenomenon of the Covid-19 pandemic affected filling out questionnaires which took a long time, where employees of PT. The Family Circus is required to raise hygiene standards, slow down operational processes and fill out questionnaires via Google Forms

V. CONCLUSION

As a leader, it is necessary to pay attention, evaluate work and provide guidance to each employee where employees must complete tasks more thoroughly to improve performance results, especially for newly recruited employees. Leaders should not make sudden reductions in employees, so that employee stress can be maintained. If there is a sudden reduction in employees, it will increase the stress level of the employees. Leaders should seek resolution of conflicts that occur between superiors and employees regarding the course of operations. One thing that can be done is to conduct deliberation. Where these efforts can reduce conflicts between superiors and employees within the company. Leaders should pay more attention to providing company targets that are not too excessive to employees. What can be done is to adjust the work target to the abilities possessed by the employee.

For further researchers, it is hoped that future researchers will not rely on the factors in this study, namely Job Stress,

work conflict, and workload. Further researchers can add other factors that may affect employee performance such as work-life balance, job satisfaction, motivation, company support, leadership, company environment, rewards, and many more. Further researchers are expected to be able to add or use other subjects and research locations not only employees of PT. The Family Circus in Badung. So, that it can provide a more comprehensive view and can be implemented in general.

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