



Article

The Impact of Workload, Work Environment and Work Conflict on Work Stress Among Employees

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Abstract: This research aims to test and analyze the effects of workload, work environment, and work conflict on work stress among employees. The analysis unit in this study consists of 36 employees. Samples were taken using saturated sampling techniques. Data analysis was conducted using statistics with the help of SPSS version 22. Based on the results of the data analysis using the t-test, it is known that partially, workload has a significant effect on work stress, the work environment has a positive and significant effect on work stress, and work conflict has a positive and significant effect on work stress. Meanwhile, based on the results of the data analysis using the F-test, it is known that simultaneously, workload, work environment, and work conflict significantly affect work stress. Therefore, it is recommended for companies to pay attention to the work environment conditions in order to reduce employees' work stress.

Keywords: Work Conflict; Work Environment; Work Stress; Workload

1. Introduction

Human resources (HR) in the operational activities of a company are one of the most important assets in achieving success for the company due to the critical role played by human resources in reaching the company's goals (Halawa, 2022). These resources need to be managed optimally and professionally to create a balance between the needs of the company and the needs of the employees. This management is closely related to the employees, who are expected to help the organization or company achieve its objectives. Employees are the main asset that plays a strategic role as planners, thinkers, and controllers of activities (Saleh 2018).

As time goes by, there are certainly many changes and developments that affect organizations and businesses. These changes affect the performance of existing employees and bring consequences, namely new or higher requirements for individuals to improve their performance. These demands may involve tasks, responsibilities, pressures, or job discomfort. Individuals ultimately must meet these requirements. Those who are unable to meet the demands or changes that are occurring will experience work-related stress, especially those who cannot adapt to the developments taking place.

Work stress is an emotional state that arises due to a mismatch between the workload and an individual's ability to cope with the work stress they face (Vanchapo, 2020), while according to Prabu (2020), work stress is an adjustment response mediated by individual differences and/or psychological processes that are a consequence of any actions from the

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outside (environment), situations, or events that impose excessive psychological and/or physical demands on a person. The differences in views and opinions between individuals can lead to the emergence of work stress; employee stress in a company can be influenced by workload, work environment, and work conflicts (Puspitasari, 2018).

The workload of each employee varies according to their field, so each field has different workload issues. The assignment of tasks does not correspond to the position currently held and tends to no longer align with the work assigned. Workload is the amount of work that must be borne by a position or organizational unit and is the product of the volume of work and normal time (Syahputra, 2021).

Triana (2022) explains that another factor influencing work stress is the work environment. According to Afandi (2018), the work environment is anything present in the workers' surroundings that can affect them in carrying out tasks, such as temperature, humidity, ventilation, lighting, noise, cleanliness of the workplace, and the adequacy of work equipment. A conducive work environment provides a sense of security and allows employees to work optimally. The work environment has a direct impact on employees in fulfilling their responsibilities to the organization. If employees enjoy the work environment in which they work, they will be comfortable in their workplace to engage in activities and complete their tasks effectively. This work environment encompasses the working relationships formed among employees as well as the relationships between subordinates and superiors, and the physical environment.

Work stress can also be triggered by conflicts that occur within the company (Surbakti, 2022). According to Ivanko (in Hamali, 2018), workplace conflict is a clash of needs, values, and interests that are felt by members of the organization. According to Umam (in Hamali, 2018), workplace conflict is a phenomenon when an individual or group displays 'hostile' attitudes or behaviors towards another individual or group, thus affecting the performance of one or all parties involved. Workplace conflict is unavoidable and is an integral part of the change process. There are both productive and destructive workplace conflicts. A conflict is considered positive or constructive when it is discussed by all parties and uses peaceful terms in reaching a resolution. Conflicts managed constructively can induce positive performance, whereas conflicts that are poorly managed can cause dislocation within groups, decreased productivity in work achievements, psychological injuries to physical materials, emotional stress, and an inability to focus, disruption of activities, escalation of differences into antagonistic positions, as well as increased hatred and hostility (Sualang, 2021).

2. Theoretical Review

2.1 Work Stress

According to Gaol (2021), work stress is a condition of tension that creates a physical and psychological imbalance affecting the emotions and thought processes of an employee.

According to Mangkunegara (2021), work stress is the feeling of pressure experienced by employees when facing work, which is reflected in symptoms such as unstable emotions, feelings of unrest, a tendency to be alone, difficulty sleeping, anxiety, tension, nervousness, and increased blood pressure. According to Rivai and Basri (2021), work stress is an umbrella term that encompasses pressure, workload, conflict, fatigue, tension, panic, feelings of turmoil, depression, and loss of energy. Based on the definition of work stress, the author concludes that work stress is a state of tension that causes physical and psychological imbalance, leading to pre-work stress, fatigue, depression, and a loss of energy in employees.

2.2 Workload

According to Suryani (2021), workload is the number of processes or activities that must be completed by an organizational unit systematically within a certain time frame to obtain information about the efficiency and effectiveness of the work of an organizational unit. According to Sugiono et al. (2018), mental workload is the workload that is the difference between the demands of the work load from a task and a person's maximum mental load capacity in a motivated condition. According to Budhiartini (2021), workload is a collection or number of activities that must be completed by an organizational unit or position holder within a certain time frame. Based on the definition of workload, the author concludes that workload is a state when employees are assigned tasks that must be completed within a certain time frame.

2.3 Work Environment

According to Widyaningrum (2019), the work environment is defined as everything that exists around the worker and can influence them in carrying out the tasks assigned. For example, cleanliness, music, and others. Because these factors can affect the work being done, every company should strive to create a positive influence on employees. The work environment encompasses everything that is around employees and can affect them in performing their assigned tasks (Anorogo and Widiyanti, 2018). According to Sunyoto (2019), the work environment includes all things that are in the vicinity of employees and can influence them in carrying out the responsibilities and tasks assigned to them. Based on the definition of work stress, the author concludes that the work environment consists of everything related to employees' activities within the office.

2.4 Work Conflict

According to Ekhsan (2020), work conflict is a difference in perception of oneself that leads to a clash of both ideas and interests, thereby hindering the goals of the company. According to Rivai (2019), work conflict is a discrepancy between two or more members of an organization who must share limited resources or work activities due to the fact that employees have differing statuses, goals, values, or perceptions. According to Mangkunegara (2018), conflict is a contradiction that arises between what someone expects from themselves, others, or the organization versus the reality of those expectations. Based on the definition of

work stress, the author concludes that work conflict is a disagreement between two or more individuals within a company due to differences in opinion, values, goals, and competition for positions and power from a subjective perspective.

3. Methods

The research approach used is a quantitative approach, which emphasizes objective measurement of the phenomena that occur (Santi, 2019). The sample to be taken in this study consists of all employees managing the Family Hope Program at the social service, due to the population size of 36 people, using saturated sampling techniques. The data collection method that will be used in this study is survey data collection (Ramadhan, 2021). Data analysis is conducted using statistics with the aid of SPSS version 22.

4. Results

4.1 Validity Test

Table 1. Validity Test Table

Variabel	Correlation Coefficient Value Product Moment	Conclusion
X1.1	0,780	Valid
X1.2	0,703	Valid
X1.3	0,872	Valid
X1.4	0,800	Valid
X1.5	0,842	Valid
X1.6	0,771	Valid
X2.1	0,672	Valid
X2.2	0,731	Valid
X2.3	0,829	Valid
X2.4	0,688	Valid
X2.5	0,718	Valid
X2.6	0,855	Valid
X3.1	0,756	Valid
X3.2	0,767	Valid
X3.3	0,903	Valid
X3.4	0,897	Valid
X3.5	0,782	Valid
X3.6	0,802	Valid
X3.7	0,662	Valid
X3.8	0,842	Valid
X3.9	0,808	Valid
X3.10	0,879	Valid
Y1	0,769	Valid
Y2	0,475	Valid
Y3	0,782	Valid
Y4	0,770	Valid
Y5	0,814	Valid
Y6	0,770	Valid

Source: SPSS version 22

4.2 Reliability Test

Table 2. Reliability Test Table

Cronbach's Alpha	N of Items
.911	19

Source: SPSS version 22

The results of statistical processing using computer tools and SPSS 22 program obtained a Cronbach Alpha value for the four research variables greater than the measurement limit value of 0.6. This explains that the four research variables are stated to be reliable, meaning there is consistency in the respondents' answers to the questionnaire questions posed.

4.3 Normality Test

Table 3. Normality Test Table

N			
Normal Parameters ^{a,b}		Mean	
		Std. Deviation	
Most Differences	Extreme	Absolute Positive Negative	
Test Statistic			
Asymp. Sig. (2-tailed)			

Source: SPSS version 22

Based on the results of the table, the significance value obtained for the workload variable (X₁), work environment (X₂), work conflict (X₃), and work stress (Y) is (0.016>0.05), and it can be concluded that the data is normally distributed.

4.4 Multicollinearity Test

Table 4. Multicollinearity Test Table

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.034	1.881		.550	.586		
Beban Kerja	.991	.191	.807	5.190	.000	.255	3.923
Lingkungan Kerja	.181	.194	.139	.934	.357	.278	3.601
Konflik Kerja	-.027	.097	-.038	-.279	.782	.337	2.970

Source: SPSS version 22

From the results of the multicollinearity tests presented in the table above, we can conclude:

- a. The tolerance value of the work load variable (X1) is 0.255, which is greater than 0.10. Meanwhile, the VIF value of the accompaniment frequency variable (X1) is 3.923, which is less than 10.00, thus we can conclude that multicollinearity does not occur.
- b. The tolerance value of the accompaniment volume variable (X2) is 0.278, which is greater than 0.10. Meanwhile, the VIF value of the accompaniment volume variable (X2) is 3.601, which is less than 10.00, so we can conclude that multicollinearity does not occur.
- c. The tolerance value of the inflation variable (X3) is 0.337, which is greater than 0.10. Meanwhile, the VIF value of the inflation variable (X3) is 2.970, which is less than 10.00, hence we can conclude that multicollinearity does not occur.

4.5 Heteroskedasticity Test

Table 5. Heteroskedasticity Test Table

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.054	1.087		.970	.339
	Beban Kerja	.049	.110	.149	.440	.663
	Lingkungan Kerja	.011	.112	.033	.102	.919
	Konflik Kerja	.018	.056	.094	.321	.750

a. Dependent Variable: Abs_Res

Sumber : SPSS versi 22

Based on the table, the significant value of the workload variable is 0.663, which is greater than 0.05. The value of the work environment variable is 0.919, which is greater than 0.05. And the value of work conflict is 0.750, which is greater than 0.05. From these results, it can be concluded that there is no occurrence of heteroscedasticity.

4.6 Autocorrelation Test

Table 6. Autocorrelation Test Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.896 ^a	.803	.784	3.409	2.350

Source : SPSS version 22

Based on the DW value table, it can be seen that it is 2.350. This value will be compared with the significance table value of 5%, with a sample size of 50 (n) and 3 independent variables (k = 3), resulting in a du value of 1.6739. The DW value of 2.350 is greater than the upper limit (du) of 1.6739 and less than (4 - du) or 4 - 1.6739 = 2.3261. Thus, it can be concluded that there is no autocorrelation.

4.7 Hypothesis Test

Table 7. Parsial Test Table

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.034	1.881			.550	.586
Beban Kerja	.991	.191	.807		5.190	.000
Lingkungan Kerja	.181	.194	.139		.934	.357
Konflik Kerja	-.027	.097	-.038		-.279	.782

Source: SPSS version 22

Based on the table, the results of the partial tests are as follows:

- The effect of workload on employee work stress resulted in a t-value of 5.190 with a significance of 0.000 ($p \leq 0.05$). With a significance less than 0.05, it is accepted. Therefore, workload affects employee work stress.
- The effect of the work environment on employee work stress resulted in a t-value of 0.934 with a significance of 0.357 ($p > 0.05$). With a significance greater than 0.05, it is rejected. Therefore, the work environment does not affect employee work stress.
- The effect of work conflict on employee work stress resulted in a t-value of -0.279 with a significance of 0.782 ($p > 0.05$). With a significance greater than 0.05, it is rejected. Therefore, work conflict does not affect work stress.

5. Discussion

5.1 Interpretation of the Influence of Workload on Work Stress Among Employees

Based on the research above regarding the influence of workload on employee stress, a t-value of 5.190 was obtained with a significance level of $0.000 \leq 0.05$, which means that there is a partial influence of workload on work stress among employees of the Social Services Office of Gresik Regency, specifically in the case study of employees managing the Family Hope Program (PKH). This is also in line with the findings of Musdalifah & Dirdjo (2021). Workload has a positive and significant effect on employee work stress, therefore it is important to reduce workload conditions so that employees do not feel disturbed while working, thus enabling them to work more comfortably and effectively, which can help reduce employee work stress.

5.2 Interpretation of the Influence of the Work Environment on Work Stress

Based on the research above regarding the influence of the work environment on employees' work stress shows a t-value of 0.934 with a significance level of $0.357 > 0.05$, which means that there is a positively non-significant partial effect of the work environment on the work stress of employees at the Social Service of Gresik Regency, with a case study on employees managing the Family Hope Program (PKH). This is in line with Kristanti's (2019)

research. The buildings and facilities provided by the Social Service are inadequate for the employees.

5.3 Interpretation of the Influence of Work Conflict on Work Stress

Based on the research above regarding work conflict and work stress, it shows a t-value of -0.279 with a significance of $0.782 > 0.05$, which means there is no partial effect and it is not significant between work conflict and work stress of employees in the Social Service of Gresik Regency, specifically for employees managing the Family Hope Program. This aligns with the research by Budhiartini (2021). This is due to still existing differences in determining solutions to problems related to work.

5.4 Interpretation of the Influence of Workload, Work Environment, and Work Conflict on Work Stress

Based on the F test data, it is known that the significance is 43.391, which is greater than 0.05, meaning that workload, work environment, and work conflict have a positive and significant effect on the work stress of employees at the Gresik District Social Service, case study on the employees managing the Family Hope Program.

5. Conclusion

Based on the results of the research conducted, the workload variable partially has a positive and significant effect on work stress among employees, the work environment variable partially has a positive but not significant effect on stress among employees, the work conflict variable partially has no effect and is not significant on stress among employees, and the workload, work environment, and work conflict variables simultaneously affect work stress among employees.

Institutions are expected to pay more attention to the causes of work stress, such as the fair distribution of workloads to avoid excessive workloads and also the addition of tools to increase work so that working hours are not too pressing, allowing employees' emotions to be better controlled. Furthermore, companies can minimize the work stress experienced by employees through support from other employees who have more stable emotional conditions. Institutions are expected not to force employees to work beyond working hours and not to disrupt employees' days off, so that employees can rest adequately. Institutions need to develop good conflict management so that any disputes can be resolved properly. By doing so, conflicts will not escalate and become prolonged, which can damage relationships among employees, thereby causing significant work stress in employees.

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