An Analysis of Workload and Job Stress on Employees' Job Performance

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ABSTRACT

The research aimed to find out the influence of workload through job stress and the influence of job stress through employee performance. The object of the research used was an analysis unit employee at Clinic X. The research method used was verificative method which used explanatory survey with 63 respondents as samples. The result of the research found that the influence of workload through job stress was in a strong category which meant that job stress had an effect on employees' performance in Clinic X which was in a strong category. However, the research has found out that if the workload was appropriate, then employees job stress enabled to decrease. In addition, if job stress was increased, the employee performance in Clinic X enabled to increase.

Keywords: *Workload, Job Stress, Job Performance, Clinic.*

1. INTRODUCTION

One of the problems that come from inside the company is employee performance. Employee performance is basically the results that have been achieved and have been made in the workplace [1]. The success or failure of a company in carrying out its activities can not be separated from employee capacity who works in the company [2]. Performance is something that is very important for companies to achieve goals so that various policies must be carried out by companies to improve employee performance [3]. The results of an individual performance or a company greatly depend on all organizational policies, practices, and designed features of the company or organization [1].

The employee performance problems still become an important issues that rise in human resource management, such as previous research on job satisfaction and employee performance [4,5], work-family conflict,job stress and employee performance [6], individual characteristics, employee development and employee performance[7], transformational leadership and employee performance [8], compensation, motivation and employee performance [9].

Performance refers to the process of how the work takes place to achieve the results. However, the results also show performance [10]. Clinic X has several indicators for measuring employee performance. The indicators consist of smiling, greetings, courtesy, politeness; friendliness; discipline; implementation of SOP; standardized service; environmental tidiness; environmental Hygiene; daily life and obedience; and speed on duty.

The issues that often occur in employee performance are services and manufacturing. Service industries such as government agencies [11], banking [12,13], health [14,15].

Klinik X has 9 performance evaluation criteria for employees. In table 1 showed the indicators or criteria for employment assessment in Clinic X in 2016.

Table 1. Standards for Performance Assessment of Employees at Clinic X

No.	Assessment Indicator	Value Classification				
		SB	B	C	K	B
1.	Smile,Greetings, Courtesy, politeness	5	4	3	2	1
2.	Friendliness	5	4	3	2	1
3.	Discipline (Work Rules)	5	4	3	2	1
4.	The Implementation of SOP	5	4	3	2	1
5.	Service standard	5	4	3	2	1
6.	Environmental Tidiness	5	4	3	2	1
7.	Environmental Hygiene	5	4	3	2	1
8.	Daily and obedience	5	4	3	2	1
9.	Speed	5	4	3	2	1

Source: HRD section of clinic x in 2016

Information :

SB = Very good

B = Good

C = Enough

K = Not good

B = Bad

Based on the description of table 1 above, it can be seen that Klinik X has 9 categories to assess the employee performance while, table 2 below showed the results of employee performance evaluations for 2014-2017.

Table 2. Clinic X Employee Performance Appraisal2014-2017

No.	Value Classification	Year			
		2014	*2015*	*2016*	*2017*
1.	Very Good	4	2	0	0
2.	Good	22	17	15	16
3.	Enough	17	24	30	31
4.	Not Good	2	6	7	13
5.	Bad	0	0	0	3
Total		45	49	52	63

Source: Results of clinical hrd data processing x

Based on table 2 shows data on the results of appraisal performance at Klinik X employees which relatively decreased in 2014-2017. The indications of the performance problems can be seen through the discrepancy of achieving employee targets in carrying out the tasks determined by the company [16]. In addition, table 3 below shows the summary of employee discipline in 2014 and 2017.

The following Rable in table 3 shows the recapitulation of the number of employees who received warnings in the form of warning letters due to lack of discipline in 2014-2017.

Table 3. Violations in Work Discipline of Clinic X Employees in 2014-2017

No	Warning letter / Year	2014	2015	2016	2017
1	Warning letter	2	1	3	11
2	Warning letter 1	7	1	4	2
3	Warning letter 2	1	3	4	0
4	Warning letter 3	2	0	3	1
Total		12	5	14	14

Sumber: The results of hrd data processing at clinic x

Based on table 3, it can be seen the number of recipients of warning letters from 2014 to 2017 had been fluctuated.

One of the factors that influence job stress was workload. Workload is the average frequency of activities of each job within a certain period of time [17].

Based on the background of the research above, the writer formulated several research formulations. 1) How does the workload on employee job stresses influence the employees at Clinic X and 2) how does the effect of job stress influence the employee performance at Clinic X.

2. METHODS

The method used of the research was survey an explanatory survey method. It aimed to determine the influences between the variables by testing hypothesis.

The unit of analysis in this research was employees of clinic X in a period of less than one year which started from August 2018 till October 2018. The data collection technique used was a cross-sectional method. The samples of the research were all of the employees in the clinic X. Besides, all clinic employees, using the saturated sample method. The collection of the data used was questionnaires and interviews while data analysis technique used was verificative analysis.

The variables in the study consisted of workload, work stress, and performance. Furthermore, the research used measurement data at intervals. Meanwhile, the scale of the research used was the scale of Semantic Differential.

3. RESULTS AND DISCUSSION

The research consisted of independent variables which were divided into workload (X) and work stress (Y) while for the dependent variable was performance (Y). The simple linear regression equation model that will be formed in this study is as follows (1).

$$Y = a + bX \quad (1)$$

Source: [18]

Where :

Y	= Job Stress

X	= Workload

a	= Constant numbers

b	= Regression coefficient

Based on the results of data processing by SPSS 24.0 for windows, a simple linear regression coefficient is obtained as follows table 4.

Table. 4 Summary Model Correlation Coefficients

Coefficients[a]					
	Unstandardized Coefficients		**Standardized Coefficients**		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1 (Constant)	14.330	7.455		1.922	.059
Workload	1.224	.123	.787	9.971	.000
a. Dependent Variable: Stres Kerja					

Based on table 4 in column B, there were constant values and simple linear regression coefficients for independent variables. Based on these values, it can be determined a simple linear regression model expressed in the form of equations as follows:

Y = a+ bX

Y = 14,330 + 1,224X

Meaniwhile, based on the simple linear regression equation above, it showed that the workload regression coefficient (b) was positive. It can be said that if the workload increases, then the value of job stress would increase, and vice versa, if the workload decreases, the value of job stress would decrease.

In order to find out the percentage effect of X on Y, the coefficient of determination can be determined by the formula proposed by reference [19] as follows (2).

KD = r2 x 100%   (2)

Source: [18]

Informations :

KD	= Determination coefficient

r	= Correlation coefficient

100% = Constant

The effect of workload on job stress can be seen from the results in table 5 below:

Table 5. The Determination Coefficient of Workload on Job Stress

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.787[a]	.620	.614	6.324
a. Predictors: (Constant), Workload				
b. Dependent Variable: Job Stress				

KD	= r2 x 100%

= (0,787)2 x 100%

= 62%

The number of the correlation coefficient (R) was 0.787. It means that the relationship between workload and job stress was 0.787. Based on these numbers, it can be concluded that the relationship between workload variables and job stress variables was strong.

Based on the calculation of the coefficient of determination for workload with job stress was 62%, while 38% was influenced by factors that were not examined by researchers, such as tasks, roles, and interpersonal demands, organizational structure, and organizational leadership [20].

To find out the percentage effect of workload on performance, it can be done by using SPSS 24.0 for Windows program. The output results were obtained as follows:

Table 6. Significant Value of The T-Test

Coefficients[a]					
	Unstandardized Coefficients		**Standardized Coefficients**		
Model	**B**	**Std. Error**	**Beta**	**t**	**Sig.**
1 (Constant)	14.330	7.455		1.922	.059
Beban Kerja	1.224	.123	.787	9.971	.000
a. Dependent Variable: Jon Stress					

Based on Table 7 the acquisition of t-count was 9.971 for workload. Significant level (α) was 5%, and degrees of freedom df = n - k = 63 - 2 = 61 obtained t-table's value 4.00.

Due to t count> t table or 9.971> 4.00, Ha was accepted. It means that the workload has an effect on job stress, with the influence of workload on job stress 62% and was in a strong category [18], while 38% was influenced by factors that have not examined by researchers, such as tasks, roles, and interpersonal demands, organizational structure, and organizational leadership [20]

The previous study found that workload had a significant and positive effect on employee work stress. It was indicated that if the workload on employees decreased, the work stress of employees would decrease further and may occur otherwise [21,22].

Whereas, to find out the effect of job stress on performance, a simple linear regression test was carried out. The simple linear regression equation model that will be formed in this study is as follows (1).

Y = a+ bX   (1)

Source: [18]

Where :

Y = Performance

X = Job Stress

a = Constant numbers

b = Regression coefficient

Based on the results of data processing by using the SPSS 24.0 for windows program, a simple linear regression coefficient was obtained as follows tables 7.

Table 7. Koefisien Korelasi Model *Summary*

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	*B*	*Std. Error*	*Beta*	*t*	*Sig.*
1 (Constant)	49.950	10.057		4.967	.000
Stres Kerja	1.089	.113	.776	9.619	.000
a. Dependent Variable: Kinerja					

Based on table 7 in column B, there are constant values and simple linear regression coefficients for independent variables. Based on these values, it can be determined a simple linear regression model expressed in the form of equations as follows:

Y = a+ bX

Y = 49,950 + 1,089X

Based on the simple linear regression equation above, it showed that the regression coefficient job stress (b) is positive. The stress experienced by employees in the research was eustress. Eustress is a type of stress that is positive or constructive.

To find out the percentage effect of Y to Z, the determination coefficient can be known by the formula put forward [19] as follows (2).

KD = r2 x 100%   (2)

Information:

KD = Determination Coefficient

r = Correlation coefficient

100% = Constant

The effect of job stress on performance can be seen from the results in table 8 below.

Table 8. The Determination Coefficient of Job Stress on Performance

Model Summary[b]				
Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	.776[a]	.603	.596	9.070
a. Predictors: (Constant), Job Stress				
b. Dependent Variable: Performance				

KD = r^2 x 100%

= $(0,776)^2$ x 100%

= 59,6%

The number of correlation coefficient (R) was 0.776. It means that the relationship between job stress and performance was about 0.776. From these numbers, if the data was interpreted, it can be concluded that the relationship between job stress variables with performance variables was strong.

From the calculation of the determination coefficient for job stress with performance was 60.3%. In other words, job stress was influenced by the performance of 60.3% while 39.7% was influenced by factors not examined, such as an ability to do the work effort expended, organizational support [23].

To find out the results of the percentage effect of workload on performance, it can be done by using the SPSS 24.0 for Windows program. The output obtained was as follows tables 9.

Table 9. Significant Value of The T Test

Coefficients[a]					
	Unstandardized Coefficients		Standardized Coefficients		
Model	*B*	*Std. Error*	*Beta*	*t*	*Sig.*
1 (Constant)	49.950	10.057		4.967	.000
Stres Kerja	1.089	.113	.776	9.619	.000
a. Dependent Variable: Performance					

Based on table 9, it showed t-count of 9,619 for job stress. Significant level (α) of 5%, and degrees of freedom df = n - k = 63 - 2 = 61 obtained ttable value 4.00.

Due to t-count> t-table or 9.619> 4.00 then Ha was accepted, this means that job stress has an effect on performance with the magnitude of the effect of work stress on the performance is 60.3% and in a strong category [18] while 39.7% was influenced by factors that have not examined by researchers, such as individual ability to do the work, expended effort, organizational support [23].

In previous studies, it can be seen that job stress has a significant effect on employee performance [24,25], Job stress has a negative and significant effect on performance [26] this showed that the higher the level of job stress experienced, the lower the results of employee performance.

4. CONCLUSIONS

4.1. Conclusion

The results of the research found that workload affected the employee job stress and it was in a very strong category. It showed that the more appropriate the

workload of employees was, the higher the job stress of the employees at Clinic X was. Besides, Job stress influenced employee performance with strong categories; it showed that the higher the work stress felt by employees in the company, the higher the performance of employees at Clinic X.

4.2. Suggestion

Based on the results of the research, the writer suggest several things that can increase job stress through workload. while to improve employee performance through job stress, it can be done by means of companies need to control and supervise employees and hold activities such as spiritual showering, vacation together and eating together accompanied by sharing or work discussion.

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