



# Human Capital in Managing Workload and Work Stress on Employee Performance in An Organization

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**Abstract.** This research seeks to comprehensively examine the impact of workload and work-related stress on employee performance at PT Sinar Galesong Mandiri. Employing a quantitative methodology, data were gathered through the distribution of questionnaires to a sample of 80 respondents, who also constitute the overall population for this research. The questionnaire comprised 35 items designed to capture relevant information. Both primary and secondary data were utilized in this analysis. Data processing was conducted using the Partial Least Squares (PLS) program. The findings reveal that workload exerts a negative and statistically significant influence on employee performance, evidenced by a t-statistic value of 2.058, surpassing the critical t-table value of 1.96, along with a p-value of 0.040, which is less than the threshold of 0.05. On the other hand, work stress also has a significant negative effect on performance. The t-value for work stress was recorded at 1.982, which also exceeded the t-table of 1.96. The p-value found at 0.048 indicates that the effect of work stress on employee performance is significant, because this value is also below 0.05.

**Keywords:** Workload, Work Stress, Employee Performance

## 1 Introduction

The first step in producing skilled and reliable human capital, by developing employee performance and paying attention to what signs make employees comfortable in an agency. An important factor in a job depends more on the human element. Therefore, more action is needed, considering that it is human resources that organize and manage other resources.

Employee performance as the basis for the success of a company, it is important to optimize the functions of these employees. One step that can be taken is to empower employees. In the context of this empowerment, companies need to ensure that the employees selected to fill strategic positions are those who have good qualities and performance in completing their tasks. Thus, selecting the right employees will be the key to increasing productivity and efficiency in the organization.

Many variables affect employee performance, including workload that affects performance. The negative impact of excessive workload usually has a negative impact on employees, namely causing emotional reactions including headaches, digestive disorders, and disorders other than physical and mental fatigue. Even though

the work done is not enough, movement will be reduced which will cause boredom. Employees can be threatened if they do not pay attention to their work because they are bored or do too little. Excessive workload can cause employees to feel stressed and unable to complete their work properly. Meanwhile, work stress can also cause a decrease in employee performance. Work stress can make employees less focused, easily irritated, and have difficulty making decisions. The impact caused by these conditions can significantly influence the quality of employee work [1].

Based on WHO data, around 450 million people in the world experience stress. A survey conducted by the International Labor Organization (2016), in Europe, the United States, and Australia showed that around two-thirds to half of workers experience work stress. Work stress arises from a number of interacting factors, including the workload being felt to be too heavy, which can make employees feel burdened and overwhelmed in completing their tasks. In addition, a lack of adequate supervision from superiors has the potential to create uncertainty in the implementation of work, so that employees feel lost in direction and support. This causes stressed employees to have difficulty concentrating and can have a negative impact on employees, this will hinder work so that it can reduce individual commitment to the organization [2].

According to data obtained from PT Sinar Galesong Mandiri, employees work for 8 hours per day and 45 hours per week. This is certainly not in accordance with Law No.13/2003. The working time provisions above only regulate the working time limit is a maximum of 8 hours a day and 40 hours a week. A light workload can improve employee performance, while a heavy workload tends to reduce their performance. This happens because employees have difficulty completing tasks due to working too long hours.

Based on information provided by PT. Sinar Galesong Mandiri employees, he said that there were several problems that occurred, including the problem of excessive working hours. Employees in the Front Office often work to complete their tasks outside of working hours. This usually happens if at any time there are customers who ask for goods to be sent when working hours are over. This is a problem with the workload of PT. Sinar Galesong Mandiri employees, because they are already exhausted from working for 8 hours plus their obligation to deliver goods even late at night. Another reason employees feel burdened with their work is because the targets set by the company are too large so that employees find it difficult to achieve the specified targets. Often superiors give additional tasks even though the previous task has not been completed, this makes employees overwhelmed.

From the interview results, it was also found that PT Sinar Galesong Mandiri employees feel stress. Usually employees get complaints from customers. Such as employee errors in providing information, miscommunication, and customer dissatisfaction. The workload that causes stress to employees makes the level of employee performance disturbed and even hampered. There are symptoms of employees experiencing stress because employees experience health problems and get sick easily. An employee of PT Sinar Galesong Mandiri admitted that he had experienced sudden asthma even though he did not have a history of the disease before. Some of the employees also often feel muscle tension to headaches.

Excessive workload will cause workers to experience fatigue, both physical and non-physical. As a result, this will have a negative impact on both the company and

the workers [3]. Stress can appear in many forms, including hypertension, digestive disorders, irritability, difficulty making decisions, loss of appetite, and many other symptoms. These symptoms can be broken down into three main categories: physical symptoms, mental symptoms, and behavioral changes [4].

Factors that influence stress are excessive workload, demanding and insensitive superiors, and unpleasant co-workers. These factors relate to tasks, roles, and demands of interpersonal interactions. Task demands relate to the work an individual undertakes, role demands relate to the pressure a person experiences based on a particular role in the organization, while interpersonal demands arise from pressure generated by other employees. Lack of social support provided by co-workers and poor interpersonal relationships between them can be significant trigger factors in the emergence of stress [4].

Every year, more than 10% of PT Sinar Galesong Mandiri employees resign or move, indicating a significant attrition rate. This phenomenon indicates the possibility of work stress experienced by employees, which is in line with previous research which shows that in the long term, the inability to manage stress can result in employees not remaining in the company. In more serious cases, the stress can trigger health problems or prompt resignation [5].

PT. Sinar Galesong Mandiri sets an annual sales target of 480 cars or 40 cars per month. This target is carried out by a team consisting of three sub-teams. Each sub-team has a target to complete between 12 and 14 cars each month. Thus, the total target for all time is to reach between 36 and 42 cars per month. But employee sales achievements never reach 100%. From the 2021 sales data, only 180 cars were sold, the 2022 sales data reached above 50%, namely 270 cars were sold. While in 2023, 226 cars were sold. Currently in mid-2024, sales in June have only reached 68 cars. If you look at 2024, sales have also decreased and have not met the target set by the company. This is due to less than optimal employee performance.

From the results of the initial interview and data obtained from PT. Sinar Galesong Mandiri, it can be concluded that the achievement of work targets will be influenced by the workload given to employees which is considered not in accordance with the employee's abilities so that employees need additional time or overtime to complete the target. Employees of PT. Sinar Galesong Mandiri feel stressed by the demands of the task which causes employees to become exhausted at work to the point of experiencing a decline in health.

The statement above, then the main problem that will be studied in this study can be formulated, namely whether workload affects employee performance at PT Sinar Galesong Mandiri and whether work stress affects employee performance at PT Sinar Galesong Mandiri?

This study was designed to comprehensively examine the influence of both variables on employee performance at PT Sinar Galesong Mandiri. Through this study, it is expected to gain deeper insight into the interaction between the two variables and their implications for employee effectiveness in the context of a dynamic work environment.

Excessive workload can cause tension in individuals, which then triggers stress. Employee workload is an important factor in assessing their performance. What needs to be avoided is a situation where the employee workload is too high due to an

imbalance between work and the number of employees, or conversely, the workload is too light because there are too many employees [6].

Work stress is one of the most significant problems and occurs in various professions, impacting not only individual well-being, but also overall organizational productivity. Stress can cause various negative impacts on health such as digestive disorders, circulatory disorders and psychosocial disorders that cause a decrease in productivity. Work stress can be said to be something that is common and often experienced by workers in big cities. Workers are often faced with excessive workloads, conflicting and diverse role demands, task completion time limits, family conflicts and other pressures that trigger stressful events in workers [7].

Issues related to performance are closely related to various factors, including the processes implemented, the results achieved, and the benefits obtained. An employee's performance reflects the quality and quantity of work in carrying out entrusted tasks, as well as its influence on achieving overall goals. Performance is defined as the achievement of organizational results, while work performance refers to the results of individuals or groups according to their respective fields and authorities, to achieve organizational goals legally and ethically [8].

## 2 Methods

This research uses two types of variables, namely the independent variable (X) which consists of (X1) workload and (X2) work stress, and the dependent variable (Y) namely employee performance. This type of research is quantitative with descriptive and survey methods, which fulfill scientific principles, namely empirical, objective, measurable, rational and systematic.

Population refers to the totality that includes objects or subjects, which are used as a focus in research to develop conclusions [9]. In this study, the population studied was all employees of PT. Sinar Galesong Mandiri, numbering 80 people.

A sample is a part of a population taken from several methods [10]. In this study, the sample criteria used were employees with a minimum of 1 year of service. Saturated sampling is the method used in sampling, which means that all members of the population are included. In this study, the respondents involved were 80 people, who were selected through the distribution of questionnaires.

This study uses primary and secondary data. Primary data were collected directly from respondents through questionnaires or interviews about workload, work stress, and employee performance. Meanwhile, secondary data were obtained from archives, books, reports, and documents at PT. Sinar Galesong Mandiri.

The statistical test used in this method is the t-test, which aims to test the difference in the average between two groups. In this analysis, the probability value or P-Value is calculated using an alpha significance level of 5%, which means that the P-Value value considered significant must be less than 0.05. The t-table value for alpha 5% is determined at 1.96. Therefore, the criterion for accepting the hypothesis is when the T-Statistic value obtained is greater than the T-Table value. Testing is carried out through the t-test, and if the results obtained show a P-Value below alpha 5%, then the data is considered significant, which indicates a significant relationship between the variables being tested. This research, data analysis was carried out using Partial

Least Square (PLS) which is based on the Structural Equation Model (SEM). PLS, as a variant of structural modeling, is a key component of SEM, a statistical method used to examine complex relationships that are difficult to measure simultaneously.

### 3 Results and Discussion

**Table 1.** Hypothesis test results

|                                              | Original sample (O) | Sample mean (M) | Standard deviation (STDEV) | T statistics ( O/STDEV ) | P values |
|----------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Workload (X1) -> Employee performance (Y)    | -0.235              | -0.252          | 0.114                      | 2.058                    | 0.040    |
| Work stress (X2) -> Employee performance (Y) | -0.303              | -0.314          | 0.153                      | 1.982                    | 0.048    |

Based on Table 1, all t-statistic values for direct effects between variables are more than 1.96, and all p-values are below 0.05, indicating that all relationships are significant and the hypothesis can be accepted.

The results of the research carried out clearly show that workload has a negative and significant influence on employee performance at PT Sinar Galesong Mandiri, which can be seen from the p-value obtained at 0.040, which is smaller than the threshold of 0.05. and the t-statistic which reached 2.058, which is greater than the critical t-table value of 1.96. Apart from this sample, the estimated coefficient obtained is -0.235, indicating that there is a fairly strong negative relationship, which means that the higher the level of workload that must be borne by employees, the lower the performance they can achieve. These findings support the first hypothesis proposed, which is in line with Karasek's theory which emphasizes the importance of adding coping strategies as a contributing factor. High workload shows significant results on employee performance, especially when they do not have sufficient control over their work situation or do not have effective coping strategies to deal with the pressure caused by the workload [11].

This supports the research results from by Septyaningsih & Palupiningdyah (2017) excessive workload contributes to a decline in the performance of nurses at RSUD Dr. Amino Gondohutomo Semarang. This means that the higher the workload borne, the lower the resulting performance. Conversely, the lower the workload, the higher the employee performance that can be achieved [12].

This research reveals that work stress has a significant negative impact on employee performance at PT Sinar Galesong Mandiri. From path testing, a p-value of 0.048 was obtained, which was smaller than 0.05 (alpha 5%), and the t-statistic reached 2.726, exceeding the value of 1.96. The estimated coefficient obtained is -0.303, which indicates a negative relationship. This means that the higher the level of work stress, the lower the employee performance at PT Sinar Galesong Mandiri. The statement above shows that work stress has an effect on employee performance, so the second hypothesis in this study can be accepted.

Furthermore, it refers to the theory of the impact of stress on performance based on work-life balance stress model. This model explores how an imbalance between work and personal life demands can cause stress that impairs employee performance. Stress caused by this imbalance can reduce work efficiency and productivity [13].

According to research Sengkey et al., (2022) there is a negative and significant impact on work stress and employee performance. There is an inverse relationship between stress levels and performance; The higher the stress experienced by employees, the lower their performance. Conversely, reduced stress levels can contribute to improved performance. Therefore, it can be concluded that increasing work stress levels significantly negatively impacts employee performance, while decreasing work stress levels contributes positively to increasing their performance [14]. Then in research conducted by Sumiati (2019) job stress has a significant negative impact on employee performance, which means that the higher the level of stress experienced by an employee, the lower the level of performance in completing the tasks and responsibilities they carry out. In other words, when employees are in a state of high stress, this can hinder their ability to concentrate, collaborate, and produce quality output. Conversely, when work stress levels decrease, employees tend to experience significant improvements in their performance, because the calmer and more controlled conditions allow them to be more focused, creative, and productive in the work they do, resulting in better and more satisfying results. both for themselves and for the company [16].

## 4 Conclusion

The results of the research that has been conducted on the influence of workload and work stress on employee performance at PT Sinar Galesong Mandiri show that both variables have a significant negative influence. This confirms that high workload and work stress can significantly reduce employee performance.

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