JOB STRESS AMONG CIVIL SERVANTS: THE ROLE OF WORKLOAD AND WORK ENVIRONMENT

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ABSTRACT

Excessive work stress can cause a decline in mental and physical health, decreased productivity, and increased levels of employee absenteeism and turnover. The purpose of this study is to investigate the impact of workload and work environment on employees' work-related stress. The research employed a quantitative method and collected primary data through questionnaires distributed using proportional random sampling techniques. The population consisted of 160 employees, and the sample size was determined to be 110 employees based on the Isaac and Michael table formula with a 5% margin of error. The data was processed using SPSS version 29.0 by conducting multiple regression analysis. The findings of this research indicate that both workload and work environment have a positive and significant impact on work-related stress, whether examined separately or together. This research provides insight into how workload and work environment influence stress among employees, which can help design more effective policies and interventions to improve their well-being and productivity.
Keyword: Workload, Work environment, Work stress

ABSTRAK

Stres kerja yang berlebihan dapat menyebabkan penurunan kesehatan mental dan fisik, penurunan produktivitas, serta peningkatan tingkat absensi dan turnover karyawan. Penelitian ini bertujuan untuk mengkaji pengaruh beban kerja dan lingkungan kerja terhadap stres kerja pegawai. Metode yang digunakan dalam penelitian ini, yaitu metode kuantitatif. Selain itu perolehan data berupa data primer, melalui penyebaran kuesioner dengan teknik *proportional random sampling*. Populasi yang digunakan dalam penelitian ini sebanyak 160 pegawai serta jumlah sampel sebesar 110 pegawai berdasarkan rumus tabel Isaac dan Michael dengan taraf kesalahan yaitu 5%. Pengolahan data menggunakan SPSS versi 29.0 dengan melakukan analisis regresi berganda. Hasil penelitian ini menunjukkan bahwa beban kerja dan lingkungan kerja berpengaruh secara positif dan signifikan terhadap stress kerja baik secara parsial maupun simultan. Penelitian ini memberikan wawasan tentang bagaimana beban kerja dan lingkungan kerja mempengaruhi stres di kalangan pegawai, sehingga dapat membantu merancang kebijakan dan intervensi yang lebih efektif untuk meningkatkan kesejahteraan dan produktivitas mereka.
Kata Kunci: Beban kerja, Lingkungan kerja, Stres kerja

INTRODUCTION

Employees are a valuable asset for an organization, and can be considered as 'Human Resources' (HR). The skills and abilities of employees can be leveraged to achieve the goals of an organization by implementing appropriate HR management. When HR management is carried out effectively, it can contribute positively towards the progress of the organization and help achieve its goals. However, if HR management is not carried out appropriately, it can negatively impact the integrity of the organization, which in turn can affect the employees.

Work stress can often arise when there is a disconnect between an employee's desires and expectations, both internally and externally, within their work environment. This aligns with the findings of Caligiuri et al., (2022), who notes that many managers experience stress due to changing work conditions and new environments that can impact the overall work atmosphere. The cause of the high workload value as a trigger for work stress is due to the multiple roles or delegation of responsibilities that must be carried out by several employees. With the increasing workload, employees' working time becomes irregular and they work outside working hours (overtime). Apart from that, when employees receive excessive workloads, it will make employees feel physically and emotionally tired, which can affect employee performance and employee stress levels (Robbins & Judges, 2013). Besides that, the work environment also has a role in reducing fatigue and boredom while working. Therefore, employees need a safe and comfortable work environment when working.

According to preliminary research findings, it has been revealed that a significant 22.9% of employees have undergone extremely high levels of stress. Additionally, 34.3% of employees face severe stress, 17.1% experience moderate stress, 14.3% have mild stress and 11.4% report normal stress levels. In examining the wide range of stress levels encountered by employees of the organization, various factors contribute to this condition. Work-related stress factors can stem from individual, social, economic, and work-related causes.

Based on pre-research conducted by researcher, role conflict is the primary cause of work-related stress for employees. This is because they are expected to fulfill the requirements of two different roles simultaneously. Additionally, there is role ambiguity when employees lack clarity on their responsibilities and have minimal guidance on their work tasks. Other factors that contribute to work stress include limited employee competence and expertise, as well as budget constraints on education and training programs. According to Robbins and Judge (2013), work stress can lead to three types of changes in employees: behavioral, psychological, and physical changes.

Civil servants often face high levels of work stress due to heavy workloads and a work environment that is not always supportive (Aulia et al, 2021). A previous study conducted by Amelia et al (2023) found that work stress has a significant impact on employees. High work demands and pressure from an unfavorable environment can have a negative impact on their mental health and performance. Therefore, it is important to understand how these factors contribute to work stress in order to develop effective strategies to improve well-being and productivity in the public sector. The researchers chose to conduct their study in an organization where pre-research showed that civil servants experience work stress. Given this background, the researchers are interested in investigating how workload and work environment influence job stress among civil servants.

LITERATURE REVIEW
Work Stress

According to Parker and DeCotiis in Mullen et al., (2018) explained that work stress is an individual's awareness or feeling of personal dysfunction as a result of perceived conditions or events in the workplace that originate from the opportunities and obstacles faced. Apart from that, work stress occurs due to excessive demands and pressure from the tasks given by the

company (Hermawati & Syofian, 2021). In line with the statement by Bharta and Gupta (2018) that work stress is a situation where employee skills, knowledge and abilities do not match the needs of the organization. According to Fisher & Gitelson, (1983); Milbern in Dewi & Suartina (2022) ; Qureshi et al (2013); Cooper and William in 1998 in Junaidin et al., (2022) indicators in the work stress variable consisting of (1) role ambiguity or role ambiguity; (2) role conflict; and (3) career development.

Workload

Workload is a responsibility that employees or workers have in a job with a certain quantity, whether physical or mental (Mahawati et al., 2021) . According to Kasmir (2019) , the obligations carried out by employees in a position following the work standards set by the organization are referred to as workload. When the workload exceeds an individual's capacity to cope, this can lead to stress, burnout, and reduced productivity (Asaloei et al. 2020). In the context of civil servants, workload that is not well managed can also have a negative impact on the quality of public services provided. According to Koesomowidjojo (2017) ; Nabawi (2019) ; Suartana & Dewi (2020); Lestari & Ratnasari (2018) indicators on the workload variable, namely: (1) targets that must be achieved; (2) working conditions; and (3) work standards.

Work Environment

The work environment is a place used by employees to carry out their routine activities as employees in the office (Siagian, 2019). Apart from that, the work environment includes work relationships formed between fellow employees and work relationships between subordinates and superiors as well as the physical work environment where employees work Astika et al., (2022). A good work environment involves factors such as adequate facilities, positive employee relations, and effective managerial support. According to (Sedarmayanti, 2016); Farida & Hartono (2016); Huda & Shony Azar (2021) indicators of work environment variables, researchers took several indicators consisting of (1) lighting or illumination, (2) air circulation, (3) security, and (4) employee relations.

Hypotheses Development

Based on the problem formulation, theoretical studies, and relevant research presented in this report, a hypothesis has been produced which can be illustrated as follows:
H1 : Workload has a positive effect on employee work stress
H2 : Work environment has a negative effect on employee work stress
H3 : Workload and work environment simultaneously influence work stress
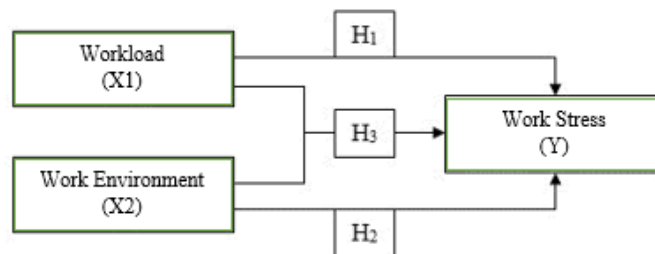
Figure 1. Research Model

Sources: Data processed by Researcher

METHOD

Researchers used quantitative research methods and collected data through questionnaires. Data management in this study used the SPSS program version 29.0.

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Preparation of statement instruments on work stress variables based on experts Fisher & Gitelson (1983); Milbern in Dewi & Suartina (2022); Qureshi et al., (2013); Cooper and William (1998) in Junaidin et al., (2022). Furthermore, the workload instrument is based on Koesomowidjojo (2017); Nabawi (2019); Suartana & Dewi (2020); Lestari & Ratnasari (2018). As well as the work environment variable using a statement instrument based on Sedarmayanti (2016); Farida & Hartono (2016); Huda & Shony Azar (2021). Data collection was carried out by distributing a questionnaire on a Likert scale that had 5 alternative answers. The technique used to determine the sample is proportional random sampling. The population used in this research was 160 employees and the sample size was 110 employees based on the Isaac and Michael table formula with an error rate of 5%. Data analysis uses multiple regression techniques with the help of the SPSS program, before the regression test was carried out, the classical assumption test was first carried out.

RESULTS AND DISCUSSION
Normality Test
Following the principles of decision-making in the One-Sample Kolmogorov – Smirnov test, the data results in Table 1 show that all research variables, including work stress, workload, and work environment, can be concluded that the data are normally distributed. Because the calculation results represented the value of each variable is > 0.05.

Table 1. Normality Test

One-Sample Kolmogorov-Smirnov Test		Work stress	Workload	Work Environment
N		110	110	110
Normal Parameters[a,b]	Mean	33.40	30.65	35.91
	Std. Deviation	6.458	6.004	4.181
Most Extreme Differences	Absolute	.074	.079	.079
	Positive	.074	.079	.059
	Negative	-.050	-.046	-.079
Test Statistic		.074	.079	.079
Asymp. Sig. (2-tailed)		.178[c]	.086[c]	.092[c]
a. Test distribution is Normal.				
b. Calculated from data.				
c. Lilliefors Significance Correction.				

Sources: Data processed by Researcher

Linearity Test
The linearity test in Table 2 indicates a linearity significance value of 0.000, which means the data between X1 and Y is said to be linear because the significance value is <0.05. Apart from that, if you look at the results of the Deviation from Linearity assessment, it can be seen that the workload variable has a linear influence on work stress because it has a result of $0.515 > 0.05$.

Table 2. Linearity Test Result of X1 to Y

ANOVA Table			Sum of Squares	df	Mean Square	F	Sig.
Work Stress * Workload	Between Groups	(Combined)	4315.654	26	165.987	59.706	.000
		Linearity	4248.255	1	4248.255	1528.107	.000
		Deviation from Linearity	67.399	25	2.696	.970	.515
	Within Groups		230.746	83	2.780		
	Total		4546.400	109			

Source: Data processed by Researcher

Based on Table 3 showing a linearity significance value of 0.008, it can be seen that the data between X2 to Y is said to be linear because the resulting significance value is <0.05. Apart from that, if we look at the results of the Deviation from Linearity assessment, it can be seen that the work environment variable has a linear influence on work stress because it obtained a value of 0.526, which is the value.

Table 3. Linearity Test Result of X2 to Y

			Sum of Squares	df	Mean Square	F	Sig.
		ANOVA Table					
Work Stress * Workload	Between Groups	(Combined)	4315.654	26	165.987	59.706	.000
		Linearity	4248.255	1	4248.255	1528.107	.000
		Deviation from Linearity	67.399	25	2.696	.970	.515
	Within Groups		230.746	83	2.780		
	Total		4546.400	109			

Source: Data processed by Researcher

Multicollinearity Test

Based on Table 4, it is known in the Collinearity Statistics section that the Tolerance value for the Work Load (X1) and Work Environment (X2) variables is 0.910 which is greater than 0.10. Meanwhile, the VIF value for the Work Load (X1) and Work Environment (X2) variables is 1,099 < 10. Therefore, the basis for decision-making in the multicollinearity test can be concluded that there is no multicollinearity in the regression.

Table 4. Multicolinearity Test Results

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Model	B	Std. Error	Beta			Tolerance	VIF
		Coefficients^a						
1	(Constant)	3.408	1.429		2.385	.019		
	Workload	1.053	.028	.979	38.178	.000	.910	1.099
	Work Environment	-.063	.040	-.041	-1.602	.112	.910	1.099

a. Dependent Variable: Workload

Source: Data processed by Researcher

Heteroscedasticity Test

From the output of Table 5, it is known that the significance value of the workload variable (X1) is 0.605 and the Work Environment variable (X2) is 0.847. Because the value of the two independent variables is greater than the value of 0.05, it can be concluded that there is no heteroscedasticity problem and the regression model used for this research is feasible.

Table 5. Heteroscedasticity Test Result

			Workload	Work Environment	Unstandardized Residual
		Correlations			
Spearman's rho	Workload	Correlation Coefficient	1.000	.315**	.050
		Sig. (2-tailed)	.	.001	.605
		N	110	110	110
	Work Environment	Correlation Coefficient	.315**	1.000	-.019
		Sig. (2-tailed)	.001	.	.847
		N	110	110	110
	Unstandardized Residual	Correlation Coefficient	.050	-.019	1.000
		Sig. (2-tailed)	.605	.847	.
		N	110	110	110

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by Researcher

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In the Scatterplot graph below, it is known that there is no clear pattern and the points are spread above and below the number 0 on the Y axis. So it can be concluded that there is no heteroscedasticity problem in this study's regression model.
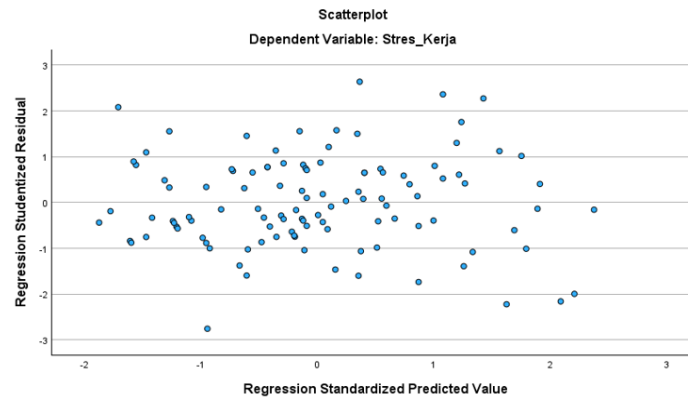
Figure 2. Scatterplot

Source: Data processed by Researcher

Multiple Regression Test

Based on the multiple linear regression table, the results of the multiple regression equation are as follows:

$$\hat{Y} = a + b_1X_1 + b_2X_2$$
$$\hat{Y} = 3.408 + 1.053 \, X_1 - 0.063 \, X_2$$

The constant value obtained is 3,408 with the conclusion that if the workload and work environment are 0 then the value of the Work Stress variable (Y) is 3,408. Furthermore, the coefficient value of workload is 1.053, meaning that if the value of the Workload variable (X1) increases by one, the employee's Job Stress (Y) will increase by 1.053. Then the coefficient value for the work environment is -0.063, meaning that if the variable value increases by one, the Work Environment (X2) will decrease by -0.063.

Table 6. Multiple Regression Test Result

Coefficientsª						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.408	1.429		2.385	.019
	Workload	1.053	.028	.979	38.178	.000
	Work Environment	-.063	.040	-.041	-1.602	.112
a. Dependent Variable: Stres Kerja						

Source: Data processed by Researcher

F-test

In accordance with the output table above, the Fcount value is 781,897 and to determine the Ftable value through a statistical table with a significance level of 0.05 df 1 = (Number of variables - 1) and df 2 = (m-k-1). So we get an Ftable value of 3.08, which can be seen as Fcount 781,897 > Ftable 3.08, then according to the basis for decision making it can be concluded that the hypothesis is accepted or in other words the Work Load (X1) and Work Environment (X2) variables simultaneously influence Job Stress (Y).

Table 7. F-test Result

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4255.242	2	2127.621	781.897	.000[b]
	Residual	291.158	107	2.721		
	Total	4546.400	109			
a. Dependent Variable: Work Stress						
b. Predictors: (Constant), Work Environment, Workload						

Source: Data processed by Researcher

T-test

Based on the calculation results, if the df value is 110 then the table value with a significance level of 5% or 0.05 is 1.982. Referring to the t test Table 8, t-value for the Workload variable (X1) is (38,178) > t-table (1.98238), so it can be seen that there is a partial influence between the Workload variable (X1) on the Job Stress variable (Y). Then the t-value for the Work Environment variable (X2) is known to have a value of (-1.602) < t-table (-1.98238). So it can be concluded that there is no partial effect between the Work Environment variable (X2) on the Job Stress variable (Y)

Table 8. T-test Result

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.408	1.429		2.385	.019
	Workload	1.053	.028	.979	38.178	.000
	Work Environment	-.063	.040	-.041	-1.602	.112
a. Dependent Variable: Work_Stress						

Source: Data processed by Researcher

Analysis of the coefficient of determination (R^2)

Based on the output of Table 9, it is known that the R Square value or the influence between Work Load (X1) and Work Environment (X2) and Work Stress (Y) is 0.936. This value lies in the range 0.800 – 1.000, so the relationship between Work Load (X1) and Work Environment (X2) and Job Stress (Y) is very strong. The percentage contribution of the Work Load (X1) and Work Environment (X2) variables to Work Stress (Y) simultaneously or together is 93.6%, while the remaining 6.4% is influenced by other variables not studied.

Table 9. Analysis of the coefficient of determination test result

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.967[a]	.936	.935	1.650
a. Predictors: (Constant), Work Environment, Workload				
b. Dependent Variable: Work Stress				

Source: Data processed by Researcher

Discussion

Based on the calculation of t-test results it can be seen that the value of the workload variable is 38.178 > 1.98238, which means that Work Load (X1) partially has a positive and significant effect on Work Stress (Y) and H1 statement was acceptable. The results of this research are in accordance with previous research conducted by Adyana et al (2023); Busti et al (2023); and Tungka et al (2023) which states that there is a positive and significant relationship between the workload variable and the work stress variable. The workload and the work stress are interrelated because an increase in workload often causes an increase in work

stress. When a person faces an excessive number of tasks or high complexity, their stress levels tend to rise, which can affect their mental health and performance.

Through the output results from the t test table for the Work Environment variable, the t value is -1.602 < ttable -1.98238. You can hear the meaning that the Work Environment (X2) has no effect and is not significant on Work Stress (Y) and H2 statement was acceptable. Furthermore, the statement of results above can be said to be in line with previous research conducted by Kapitan & Kartika Dewi (2019); Wardani (2020); and Novry et al (2023) which stated that there was no significant influence between the Work Environment and Job Stress variables. Work environment variables and job stress are interrelated because uncomfortable or unsupportive work environment conditions can increase work stress levels. Factors such as noise, air quality, relationships between coworkers, and poor managerial policies can lead to increased stress in the workplace (Aruldoss et al, 2021).

Referring to the calculation results, the workload and work environment variables have a simultaneous influence on Job Stress with a value of 781,897 > 3.08, which means that H3 was accepted. The results of this research follow previous research conducted by Yosiana et al (2020); Setiani & Novitasari (2023); and Yertas (2024) who stated that workload and work environment simultaneously influence work stress. Workload and work environment simultaneously influence work stress in a mutually reinforcing way. When a high workload is combined with an unsupportive work environment, the pressure felt by employees becomes greater, increasing stress levels significantly. This combination can cause a greater negative impact on an employee's mental health and performance than if either factor alone were present (Aulia et al, 2021).

CONCLUSION AND RECOMMENDATION
Conclusion

Based on the results of data analysis in research on the influence of workload and work environment on work stress in employees, it can be concluded as follows that workload has a positive and significant effect. This means that the greater the workload borne by employees, the higher the employee's work stress level. Furthermore, the influence of the work environment on work stress is known to have no effect and is not significant, which means that a conducive and comfortable work environment does not increase employee work stress. Then workload and work environment simultaneously influence work stress. So it can be concluded that the greater the influence of workload and work environment can increase work stress in employees. The findings of this research indicate that both workload and work environment have a positive and significant impact on work-related stress, whether examined separately or together. This research provides insight into how workload and work environment influence stress among employees, which can help design more effective policies and interventions to improve their well-being and productivity

Recomendation

Based on the conclusions and implications of this research, the researcher provides several recommendations which are expected to be useful information for several parties to develop the quality of further research by adding respondents and wider research coverage, conducting additional methods such as interviews with several respondents as supporting data, and adding respondents and wider research reach.

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