

THE EFFECT OF WORKLOAD AND WORK STRESS ON EMPLOYEE PERFORMANCE AT PT PLN (PERSERO) CUSTOMER SERVICE UNIT KAREBOSI CITY OF MAKASSAR

**Karman¹, Chalid Imran Musa², Tenri S.P Dipoatmodjo³
Siti Hasbiah⁴, Uhud Darmawan Natsir⁵**

¹ Department of Management, Faculty of Economics and Business University State of Makassar

² Department of Management, Faculty of Economics and Business University State of Makassar

³ Department of Management, Faculty of Economics and Business University State of Makassar

¹⁾ karman010501@gmail.com , ²⁾ imranmusa1962@gmail.com , ³⁾ tenrisayu4g@gmail.com

⁴⁾ hasbiahsitti@gmail.com , ⁵⁾ uhuddarmawan@unm.ac.id

Abstract

This study was to determine the effect of workload and work stress on employee performance in PT PLN (Persero) Karebosi Customer Service Unit Makassar City. the sample of this study were 58 employees. This type of research is Quantitative research. The data used are primary data and secondary data obtained using the questionnaire distribution technique. The results of the study shows that there is a positive influence between the workload variable (X1) on employee performance (Y) and there is a negative influence between the work stress variable (X2) on the employee performance variable which can be shown through the multiple linear regression equation, namely $Y = 38.355 + 0.265X_1 - 0.294X_2 + e$ and has a significant effect with the $t_{\text{calculated}}$ value of each variable of $3.711 > t_{\text{table}}$ (X1) and $-2.612 > t_{\text{table}}$ (X2), with a significance level of $0.003 < 0.05$ (X1) and $0.012 < 0.05$ (X2). The R Square value of 0.501 this figure shows that the workload variable and the work stress variable in this study contributed an influence of 50.1%.

Keywords: *Workload, Work Stress, Employee Performance*

1. INTRODUCTION

Employees who have good performance can help the company in achieving the goals set by the company. According to Anwar Prabu Mangkunegara (2009) Performance or job performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given. Irawati and Carrollina, (2017) argue that a leader in the company must be able to give responsibility to his employees according to their abilities or expertise in carrying out work.

One of the efforts in improving employee performance is by paying attention to workload. Workload is very important for a company. By providing an effective workload, the company can find out the extent to which its employees can be given the maximum workload. According to Danang Sunyoto (2012: 64) in Pulkuri, (2021) "Too much workload can cause tension in a person, causing stress. This can be caused by the level of expertise that is demanded too high, the speed of work may be too high, the volume of work may be too much and so on".

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This research was conducted at PT PLN (Persero) Karebosi Customer Service Unit, Makassar City, which is a company engaged in electricity, one of whose objectives is to serve the public interest or serve the community in meeting the needs of electrical energy, with the motto "Electricity for a better life". PLN Karebosi Customer Service Unit is under the supervision of PLN Makassar Utara along with three other Customer Service Units namely Daya, Maros and Pangkep. Of the four Customer Service Units in PLN North Makassar Area, Karebosi Customer Service Unit controls several areas or sub-districts including Ujung Pandang, Tallo, Bontoala, Wajo, and Ujung Tanah.

Based on initial observations made at PT PLN (Persero) ULP Karebosi Makassar City, it can be seen that the workload on employees of the Customer service Unit is different according to their fields. So that each field has different workload problems. Based on direct observations by researchers, employees of PT PLN (Persero) ULP Karebosi Makassar City, especially in the electrical engineering section, often operate outside of proper working hours, the recommended working time conditions should not exceed 8 hours a day, but in reality there are still workers who work past the limit of proper working hours. So that rest time is not enough for workers which can cause workers to experience difficulty concentrating. Conditions like this can cause employees to feel dissatisfied at work, which in turn makes them passive in responding to the work that has been set by their superiors.

Workload can be caused by the large number of customer complaints that come from several regions or sub-districts, so that it will increase the amount of their work. Likewise, the Field Electrical Engineering service section is to serve various kinds of customer complaints in the field and coupled with protests from various communities regarding electricity damage in the field which will make them feel overloaded and this can increase stress in themselves.

The workload that exists in a company greatly affects employee performance in producing output. High work stress also affects employees who hold more responsibility than their portion of work that is not actually part of their job, employees become ineffective in doing their work, as workload and work stress are interrelated and affect employee performance in the company.

Workload is one of the factors that cause stress that is most complained about by employees in an organization as stated by Cooper (in Dhanian, 2010). "One of the causes of stress that comes from external sources is the workload felt by individuals". In addition, with the time pressure of many tasks, employees are pressured and become stressed. Low workload can improve employee performance, but high workload can lead to a decrease in employee performance. This is due to the inability of employees to complete work due to the capacity and ability of employees not in accordance with the demands that must be done. With this workload, it can cause work stress so that it can create tension and can affect employee performance.

The results of the Pre-Survey of work stress experienced by employees of PT PLN (Persero) Karebosi Customer Service Unit Makassar City as many as 15 Respondents show that the percentage of employee work stress is not optimal, the three questions with the highest scores in the individual stress dimension such as work creates boredom which shows a percentage of 66%, work squeezes energy shows a percentage of 60%, and too much workload shows the highest percentage of 73%.

According to Lahat & Santosa (2018) Feelings of pressure (Stress) experienced by employees in carrying out various activities within the organization can affect the mental and performance of employees ". If the stress problem is not resolved properly, it usually results in a person's inability to interact properly with their work environment.

2. IMPLEMENTATION METHOD

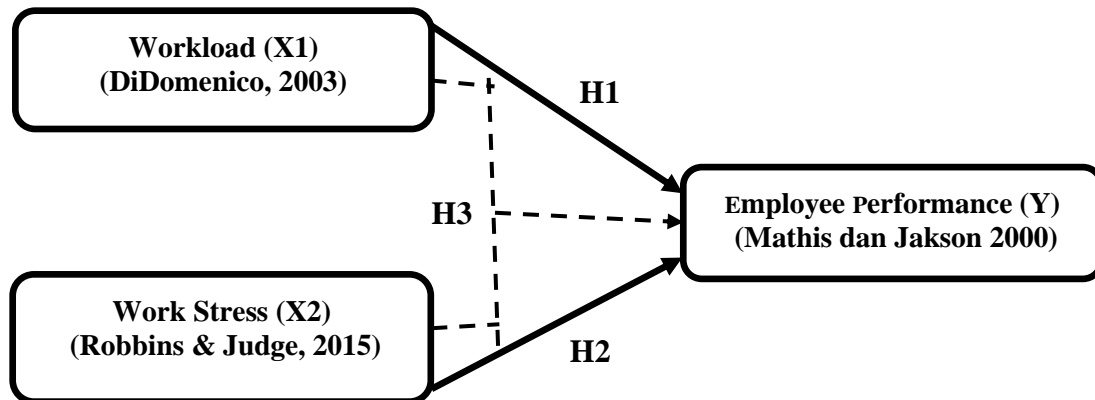


Figure 1.Thingking Framework

Based on the Framework In relation to the problems stated earlier, the authors propose a hypothesis, namely:

- H1 : Workload partially affects employee performance.
- H2 : Work Stress has a partial effect on employee performance.
- H3 : Workload and work stress simultaneously affect employee performance.

This type of research is quantitative research which can be interpreted as a research method based on the philosophy of positivism, used to examine certain populations or samples, data collection using research instruments, statistical data analysis, with the aim of testing existing hypotheses. This research is field research (field research) whose data is questionnaire data in accordance with this study. This research method is called quantitative because the data used are numbers and analysis using statistics (Sugiyono, 2014: 11).

In this study consists of two independent variables (X), the independent variables in this study are workload (X1) and work stress (X2) which are seen as the cause of the appearance of the dependent variable (Y) which is thought to be the result. While the dependent variable or dependent variable in this study is Employee Performance (Y) which is presumed to vary following changes in the independent variables. Generally, it is a condition that we want to reveal and explain (Kerlinger, 1992).

To prove the hypothesis that has been put forward, the author uses multiple linear regression models to determine the relationship and influence between workload and stress on employee performance. To determine the quantitative effect of workload and work stress (variable X) on other events (variable Y). Regression analysis (fourth model) uses the regression equation formula, namely:

$$Y = a + b_1X_1 + b_2X_2 + e.$$

Description:

Y = Employee Performance
 X1 = Workload
 X2 = Work Stress
 A = constant
 b_1b_2 = Variable Coefficient
 e = Error

3. RESULTS AND DISCUSSION

3.1 Validity Test

Validity test is a test conducted to determine the feasibility of question items in defining variables. The validity test in this research was carried out by calculating the correlation between each question and the total score using the product moment correlation technique formula. The provisions of the validity test test are r_{count} compared to r_{table} . if $r_{count} < r_{table}$ then the instrument is said to be invalid, but on the contrary $r_{count} > r_{table}$ then the research instrument is said to be valid.

Table 1. Validity Test Result (X^1)

Code	Corrected Item Total Correlation	r_{table}	Inf.
X1.1	0,712	0,254	Valid
X1.2	0,650	0,254	Valid
X1.3	0,656	0,254	Valid
X1.4	0,524	0,254	Valid
X1.5	0,677	0,254	Valid
X1.6	0,767	0,254	Valid
X1.7	0,752	0,254	Valid
X1.8	0,536	0,254	Valid
X1.9	0,743	0,254	Valid
X1.10	0,591	0,254	Valid
X1.11	0,516	0,254	Valid

Source : Result of SPSS data Processing

Table 2. Validity Test Result (X^2)

Indikator	Corrected Item Total Correlation	r_{table}	Inf.
X2.1	0,752	0,254	Valid
X2.2	0,516	0,254	Valid
X2.3	0,657	0,254	Valid
X1.4	0,581	0,254	Valid
X2.5	0,606	0,254	Valid
X2.6	0,667	0,254	Valid
X2.7	0,794	0,254	Valid

X2.8	0,525	0,254	Valid
X2.9	0,686	0,254	Valid
X2.10	0,771	0,254	Valid
X2.11	0,606	0,254	Valid
X2.12	0,635	0,254	Valid
X2.13	0,689	0,254	Valid
X2.14	0,688	0,254	Valid
X2.15	0,629	0,254	Valid

Source : Result of SPSS data Processing

Table 3. Validity Test Result (Y)

Indikator	<i>Corrected Item Total Correlation</i>	r_{tabel}	Inf.
Y.1	0,694	0,254	Valid
Y.2	0,509	0,254	Valid
Y.3	0,551	0,254	Valid
Y.4	0,735	0,254	Valid
Y.5	0,633	0,254	Valid
Y.6	0,406	0,254	Valid
Y.7	0,449	0,254	Valid
Y.8	0,684	0,254	Valid
Y.9	0,593	0,254	Valid
Y.10	0,394	0,254	Valid

Source : Result of SPSS data Processing

Based on the table 1, 2, and 3 The results of the validity test show that all the question items studied are valid, the Sig. value of all r_{count} items of all question items is above 0.254 and the significance value is less than 0.05 so that all question items in the instrument are said to be valid.

3.2 Reliability Test

The reliability test is used to measure the stability and consistency of respondents in answering questions in the questionnaire. The reliability test in this study used Cronbach's alpha with an alpha value of 0.6. If the Output value is greater than the value of 0.6, it is said to be reliable. The results of data reliability testing can be seen in the following table:

Table 4. Realibility Test Result

NO	Variable	<i>cronbach's alpha</i>	Realibility
1	Workload	0,862	Reliabel
2	Work Stress	0,904	Reliabel
3	Employee Performance	0,772	Reliabel

Source : Result of SPSS data Processing

Based on the reliability test results in table 4. it shows that the Cronbach's alpha value on all variables is greater than 0.6 so it can be concluded that the questionnaire used to describe that

the workload, work stress and employee performance variables can be said to be reliable and can be relied on as a variable measuring tool.

3.3 Multiple Linear Regression Analysis

Regression analysis is a statistical technique useful for examining and modeling the relationship between variables. Multiple regression is often used to overcome regression analysis problems that result in the relationship of two or more independent variables. The results of multiple linear regression analysis in this study are as follows:

Table 5. Result of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	38,355	2,597		14,767	0,000
	Workload	0,265	0,155	0,292	3,711	0,003
	Work Stress	-0,294	0,113	-0,446	-2,612	0,012

a. Dependent Variable: Kinerja karyawan

Source : Result of SPSS data Processing

Based on this table, the multiple regression equation in this study is as follows:

$$Y = 38,355 + 0.265 X_1 - 0.294 X_2 + e$$

Based on the multiple linear regression equation, it can be concluded that:

- 1) Based on the results of the multiple linear regression test in table 4.17, it can be seen that the constant value of the α coefficient is 38.355, the constant coefficient is positive. With this, it can be interpreted that if all independent variables in this study, including workload and work stress variables, are constant or zero, then the amount of employee workload is 38.355.
- 2) The workload variable regression coefficient is 0.265 which indicates that every increase in workload by one unit, the performance will increase by 0.265 assuming that the other variables are constant.
- 3) The regression coefficient of the work stress variable is -0.294 which indicates that every increase in work stress by one unit, employee performance will decrease by 0.294 assuming that the other variables are constant.

3.4 Discussion

1) Effect of workload on Employee Performance

Based on the results showed that workload (X_1) has a coefficient value of 0.265 (positive value) and t_{count} of $3.711 > 2.004 t_{table}$ and a Sig. value of $0.003 < 0.05$. Based on the research results, it can be concluded that workload (X_1) has a positive effect on employee performance (Y), so H1 is accepted. Providing a high workload to employees can also make an employee

feel challenged to complete the job so as to produce a positive impact on the performance of an employee.

The results of this study have not been able to prove the theory of Danang Sunyoto (2012: 64) that "Too much workload can cause tension in a person so that it can reduce performance". However, other research conducted by Husin (2021) concluded the same results where workload has a positive and significant effect on employee performance, which indicates that the increasing workload of employees will result in good performance as well. In addition, Shah, et al (2011) explain that workload can have a positive effect on performance, when high workload makes performance appraisal by leaders very important, because this is directly related to performance and the amount of bonuses that employees will receive.

The office of PT PLN (Persero) ULP Karebosi Makassar city itself sets a standard working hour of approximately 8 hours per day, but sometimes that time is not enough to complete various jobs in each field within the company. Especially in the technical service section that must be ready to be alert in receiving reports and customer complaints suddenly day and night. The main job faced by the Office of PT PLN (Persero) ULP Karebosi is to handle various kinds of complaints and needs of electricity customers in the North Makassar area ranging from blackouts, damage and other electricity problems. This is an example of excessive workload or beyond company standards so that it becomes the problem studied in this study.

The results showed that workload affects employee performance. This can be caused by the level of expertise that is demanded too high, the speed of work may be too high, the volume of work may be too much and so on. Therefore, the company should be wiser in assigning tasks to each employee, the division of labor or the placement of the right employees according to their duties and abilities will minimize the occurrence of a mismatch of abilities with the field of work being done.

2) Effect of Work Stress on Employee Performance

Based on the results showed that work stress (X_2) has a coefficient value of -2.612 (negative value) and t_{count} of $2.612 > 2.004 t_{table}$ and a Sig. value of $0.012 < 0.05$. Based on the research results it can be concluded that Job Stress (X_2) has a negative effect on employee performance (Y), so H_2 is accepted.

According to Rahmadhani, (2020) symptoms of work-related stress can be characterized by feelings of psychological distress, such as heavy emotions, mental fatigue, this factor is due to the type of work (monotonous, repetitive, overwork, underwork, shift work, and remote). Work in certain units that are very monotonous manifests itself in the form of stress. With these symptoms can create tension and can affect employee performance.

The results showed that work stress has a negative and significant effect on employee performance, meaning that the worse the stress disorder felt by an employee, the worse the employee's performance will be. Work stress has a negative effect on employee performance because symptoms of high work stress can reduce the quality of one's work such as feeling tired, restless, unhappy, headaches, weakness, and irritability.

This is in line with the theory put forward by Robbins (2008) where it is explained that stress on employees gives a variety of symptoms including physiological symptoms Stress

creates diseases in the body characterized by increased blood pressure, headaches, palpitations, even heart pain, psychological symptoms are symptoms that are shown by tension, anxiety, irritability, boredom, procrastination and so on. This state of stress can spur dissatisfaction and behavioral symptoms Stress associated with behavior can include changes in productivity, absenteeism, and employee exit rates.

Work-related stress can have adverse effects on workers, but these adverse effects can be prevented. But this requires self-awareness from the workforce itself and cooperation from the company. Workers should get used to using the rest time given by the company properly.

3) The Effect of Workload and Work Stress on Employee Performance

Based on the results of the study, it shows that workload (X_1) and work stress (X_2) simultaneously affect employee performance (Y). the results of the F test show that the value of f_{count} is 27.643. This value is greater than f_{table} ($27.643 > 3.16$). The significant value in the F test is 0.000 which indicates that the value is smaller than 0.05 ($0.000 < 0.05$). The value of f_{count} is greater than f_{table} and the significance value is less than 0.05, it can be concluded that workload and work stress simultaneously affect employee performance. Employee performance is a measure of the quality of an employee at work. Employees who have good performance can help the company in achieving the goals set by the company. According to Anwar Prabu Mangkunegara (2009) Performance or job performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given.

The results showed that workload and work stress affect employee performance. This shows that the better the workload given to employees and the lower the symptoms of stress experienced by employees will improve employee performance. A good performance appraisal is like a work control process based on monitoring and feedback that is carried out to determine how far the performance of individuals or employees is evaluated based on certain standards. Performance appraisals are carried out effectively with the aim of directing employee behavior in order to produce high quality services. Other benefits of performance appraisal include being used for work performance improvement. Compensation adjustments, development needs, and seeing deviations and errors in work.

Workers at PT PLN (Persero) ULP Karebosi Makassar City have a break time starting at 12:00 to 13:30 in the afternoon, but if there are customer complaints or electricity damage that must be handled immediately, the break time starts at 12:00 to 12:30 in the afternoon, usually workers use prayer time for those who are Muslim then followed by lunch, the remaining time is used to rest at the work site or around the office canteen before continuing their work, this can minimize the fatigue that arises while working so that the work performance afterwards becomes more optimal.

4. CONCLUSION

Based on the results of previous research and discussion, it can be concluded that work stress has a significant negative relationship with employee performance, as well as workload which has a significant positive effect on employee performance. Both independent variables, namely

workload and work stress, have a significant effect on the dependent variable, namely employee performance.

Based on the results of the research and the previous discussion, the suggestions that can be taken are as follows:

- 1) One of the efforts in reducing employee workload, the workload should be given in accordance with the abilities and basic education of the employees, besides that the suggestion that the company should consider the existing working hours so that they are maximized and in accordance with the work capabilities of the employees is not forgotten.
- 2) To minimize the occurrence of stress symptoms experienced by employees, employees should pay more attention to health in work and relationships with other employees, so as to create a healthy and conducive workplace and free from symptoms of work-related stress. Because if within the company there is no good relationship with coworkers, it will have a negative impact on the psychological and mental state of the employees themselves, so that in the end it affects performance.
- 3) To produce good performance, an employee should be more thorough and careful in doing his job, not only speed but also accuracy in completing work.

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