

## **THE INFLUENCE OF WORKLOAD, CONFLICT AND WORK ENVIRONMENT ON EMPLOYEES' JOB STRESS**

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### **Article Information**

### **Abstract**

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*The aim of this research is to examine and analyze the influence of workload on employee work stress, conflict on employee work stress, and the influence of the environment on employee work stress at the Alexis Café, East Sumba Regency, NTT. The type of research is quantitative. The analytical tools used are validity and reliability tests using Smart (PLS) Version 3.0. PLS, with a Variance Based Structural Equation Modeling (SEM) approach. This research was conducted at Alexis Café, East Sumba Regency, NTT with a research population of 155 sources. The sampling method in this research used questionnaires and interviews so that the sample and population had the same size. The results show that workload has a positive and significant influence on work stress for employees of Alexis Café, East Sumba Regency-NTT, conflict has a positive and significant influence on work stress for employees of Alexis Café, East Sumba Regency-NTT, and the work environment has no effect on employee work stress. Alexis Café, East Sumba Regency-NTT.*

**Keywords:** *Workload, Conflict, Work Environment, Work Stress, Employees, Alexis Cafe.*

### **1. Introduction**

The role of Human Resources is expected to determine the success of the establishment of an organization, and that means representation. Representatives or human resources are very important because they can provide additional incentives for an organization, as a result the duties and abilities of a worker are to help smooth performance and improve performance and use time effectively. Because, if they don't work well, workers will become an obstacle in the organization and existing human resources will be wasted. Quality human resources are very important for an association/organization in achieving its goals. Workload is similar to heavy responsibility because workload puts a person under great pressure and stress. This can happen, for example, if the level of competency required is too high, the work speed is too fast, the workload is too heavy, and so on (Rusda & Verawati, 2021). Arianto (2013) divides the workplace into two categories, namely the external environment and the internal environment. The external environment is the primary factor outside an organization that can influence how well the organization carries out its mission. Internal factors or conditions are things that exist within an organization and have an influence on its management.

People are more likely to take initiative, feel good about their work, show up on time, and be cooperative and disciplined in meeting their commitments if they feel safe and trusted in their workplace. Meanwhile, one of the problems in the workplace is burdening workers with too many tasks. This can lead to unhealthy levels of stress, which is bad for everyone's health. Employees at all levels of an organization, from top to bottom management, are susceptible to

workplace stress, which has a major impact on productivity. In addition, Arianto (2013) believes that workplace arrangements are an important factor in achieving company goals. Employees experience work pressure if they experience stress while working. According to (Siamto, 2018), stress is "a state of tension that affects a person's emotional state, cognitive function and ability to cope with the environment", which ultimately interferes with the performance of their duties. Employees who are too focused on their work will make a fuss and not finish as expected, resulting in a negative impact on the organization, especially in working at the quality and progress desired by the organization. Every organization should need a serious framework so that it can focus on implementing the work of its employees. As a result, employee work stress will be influenced by workload, conflict and working conditions. According to Zsóka, et al., (2013), definition of conflict in his journal, conflict is "unhealthy competition based on ambition in matters such as incompatibility, disputes, and tension between individuals and social entities such as individuals, groups, or organizations," including ethnicity, religion, and racial groupings. According to Saeed et al., (2019), a person's internal environment can foster conflict when there is competing internal motivation in an action. Without proper management, this can lead to disputes among company staff. Therefore, factors such as workload, conflict, and workplace environment can all contribute to job stress. Workload, conflict, work environment, and stress at work are some of the real world problems that are the source of these difficulties. To create a more positive working atmosphere at Alexis Café, it is necessary to repair or improve the working conditions there. Considering that the workplace is one of the determining factors for employee longevity. Because, if the workplace is not good, this can quickly make employees tired and feel uncomfortable in the work environment, which will cause work stress. Moreover, in accordance with the problems that occur and are taken up by employees in the organization, especially workplace responsibilities which cause work pressure on Alexis Café employees. So the solution to the problem that needs to be done is to provide work according to the jobdesk and the owner must always monitor so that nothing is done arbitrarily.

## **THEORETICAL DEVELOPMENT AND HYPOTHESIS**

### **Work Load to Job Stress**

Stress can develop in a person if they have too much work. According to previous research Shie et al., (2022), workload is the amount of work that must be done within a certain period of time by an individual, person or group. Workload has a direct influence on work stress as much as 19.3 percent (Foster et al., 2022). Workload is defined as "the amount of work that must be done by an employee in a certain period of time" (Inegbedion et al., 2020). If an employee can handle a variety of tasks without feeling overwhelmed, then there is no overload. However, this time and energy is burdensome if the effort fails to produce results. This can happen if, for example, the required skill level is too high, the pace of work is too fast, the amount of work is too large, and so on. A person's workload may be qualitative, quantitative, mental, or physical. Good management, especially human resources in organizational operations, is needed to obtain the desired results. The ability to plan, organize, direct and mobilize existing elements is very dependent on human resources. (Iskamto, 2021) also explains the influence of good and quality human resources in a company to help performance in that company. However, human resource activities must also have limits or capacity for employees so that employees do not work outside the job desk and cause problems for

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employees. This can be detrimental to employees which will cause fatigue which results in employee work stress Liu, Z., Mei, S., & Guo, Y. (2020).

This hypothesis is based on findings from the following research:

H1: Workload has a significant positive influence on Alexis Café Employees' Job Stress.

### **Work Conflict to Job Stress**

Unreasonable work conflict will have the impact of causing work pressure which results in reduced employee performance. Previous research (Bissing-Olson et al., 2013) suggests that conflict can influence employee work stress. Workplace conflict occurs when someone has problems with other people or with their work conditions. Bad things will happen if there is conflict in the workplace; for example, people will feel stressed and uncomfortable in their work if conflicts cannot be resolved (Dźwigoł et al 2023). The Latin word "conflict" means "hitting each other" in English. According to sociologists, conflict is a cycle of social interaction involving at least two people, where one party tries to eliminate or weaken the other party Gifford, R., & Nilsson, A. (2014). Conflict is a situation in the eyes of society that is faced with social upheaval or disharmony between people/groups and other people/groups, resulting in changes such as changes in attitudes, actions, dishonesty and changes in behavior. Workplace conflict can also be defined as a dynamic between at least two people working for opposing goals. Simply put, conflict is the experience of one party seeing a threat or negative impact on their interests by another party (Hmeedat, O., & Albdareen, R., 2022).

This hypothesis is based on findings from the following research:

H2: Work Conflict has a significant positive influence on the Job Stress of Alexis Café employees.

### **Work Environment to Job Stress**

When carrying out job duties, the environment in which they are performed is very important. Previous research conducted by (Moin et al., 2021) confirms this, showing that the workplace can have a beneficial influence on employee work stress if the workplace itself is pleasant, the atmosphere is pleasant, and the people are pleasant. Paying attention to the details of a pleasant workplace may have a significant impact on employee morale and productivity. The workplace is an integral aspect of every business because this is where workers actually do their work. According to (Arianto, 2013), the workplace consists of everything that has the potential to influence the way employees do their work. Workplaces can be real locations where people do their work or online virtual communities where people interact with each other and with their superiors and coworkers to get things done Opatha, H. H. D. N. P., & Arulrajah, A. A. (2014). Workers who like where they spend their time at work are more likely to complete their work.

This hypothesis is based on findings from the following research:

H3: The work environment has a significant negative influence on employee work stress.

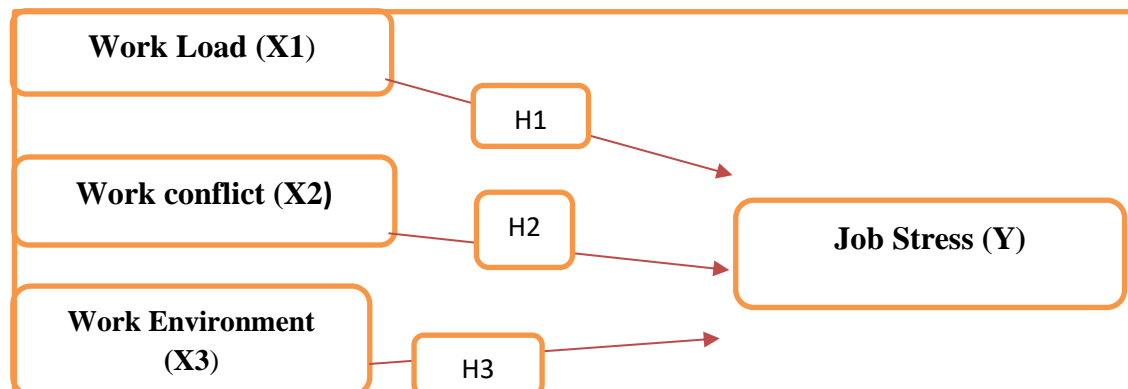


Figure 1. Research Model Framework

## RESEARCH METHODOLOGY

### Population and Sample

Quantitative methods were used for this research. Smart (PLS) Version 3.0 is the analytical tool used here, namely the validity test and reliability test. PLS uses a variance-based Structural Equation Modeling (SEM) strategy. The sample size for this research was 155 workers at Alexis Cafe which is located in East Sumba Regency, NTT. The testing method in this research uses questionnaires and interviews, resulting in the same number of samples and population. surveys and meetings with the aim of keeping the number of tests commensurate with the population. The population is the totality of each component that is the focus that has the same characteristics, tends to be people from an association, event, or something that you want to research (Handayani, 2020). This procedure is used with purposive sampling, namely the process of selecting samples while still paying attention to certain criteria. Saturated sampling is used, which involves taking samples that represent the entire population (Handayani, 2020).

### Method of collecting data

Asking questions directly to respondents is the main means of collecting data, which will then be explored and explained statistically. This research data comes from the following sources:

#### Questionnaire

Distributing a series of questions to respondents in the hope that they will answer them is the essence of a questionnaire. Distributing a Google form containing a questionnaire/questionnaire was used to conduct this research survey; respondents are given the option to choose only one of the many possible responses.

#### Interview

Interviews are a strategy for collecting information through questions and answers between researchers and sources to obtain data. Meetings can be held directly or face to face or without face to face. Interviews in this research were carried out by seeking information about several problems with the organization in relation to these problems to obtain data. The value scale for this research uses 5 intervals, 1 = Strongly Disagree to 5 = Strongly Agree

#### Data Analysis Results

Validity, reliability and structural equation modeling analyzes were used in this research. This method relies on inferential statistics for its analysis. The raw data instrument quality test

known as RSI 3 is used in the external model. Cronbach's alpha and composite reliability  $> 0.70$  (Werts et al., 1974) are used to determine reliability, while convergent validity and discriminant validity (with external factor loadings  $> 0.70$ ) are used to determine validity (Chin, 1998). Goodness-of-fit was evaluated using a linear model (Bonet, 1987), while discriminant validity was determined by  $AVE > 0.05$  (Hair et al., 2014). To provide research results, we will use SMART PLS 3 for descriptive statistics and SEM analysis. This research model was adopted from a journal (Alam, 2014).

### **Operational Definition of Variables**

The operational definition of a variable is a description of an observation variable with the aim of describing the meaning of each variable before carrying out analysis (Wiratna, 2018). In in9 research, the operational definition of variables is as follows:

**Table 1. Operational Variables**

<b>VARIABLE</b>	<b>OPERATIONAL DEFINITION</b>	<b>INDICATOR</b>
Workload (Handayani, 2020)	When work volume and time standards are combined, the result is the workload of a position or department. A worker's workload is caused by a mismatch between his abilities and the complexity of the tasks assigned to him.	<ol style="list-style-type: none"> <li>1. Visual Workload</li> <li>2. Mental Workload.</li> </ol>
Work environment (Handayani, 2020)	The term "work environment" can refer to a variety of factors, including the tools used, the location of the workplace, the work style of employees, and the impact of their efforts, both individually and collectively.	<ol style="list-style-type: none"> <li>1. comfort of work</li> <li>2. workplace safety</li> <li>3. support from superiors</li> <li>4. good workplace</li> <li>5. Good relationship between employees and superiors.</li> </ol>
Job Stress (Mangkunegara, 2016)	Job Stress is a feeling of pressure experienced by employees when facing work. Stress can also be based on the assumption that what is inferred from physiological, behavioral, psychological and somatic symptoms and signs is the result of a mismatch between the person (in terms of personality, talents and abilities) and his environment, which makes	<ol style="list-style-type: none"> <li>1. Age</li> <li>2. Task Requirements</li> <li>3. Career Development</li> <li>4. Demands from Outside</li> <li>5. Controlling Work Stress</li> </ol>

him unable to cope effectively with various problems. demands placed on him.

## RESEARCH RESULT

### Descriptive Analysis of Respondents

**Table 2. Characteristics of Respondents**

Characteristics	Amount	Prosentase (%)
Gender		
Male	58	37.4
Female	97	62.6
Age		
20 s/d 30 years	144	92.9
b. 31 s/d 40 years	7	4.5
41 s/d 50 years	4	2.6
3 Length of Work		
1-2 years	90	58.06
3-4 years	35	22.58
>4 years	30	19.35
Last Education		
SMP	30	19.35
SMA	95	61.29
Diploma	30	19.35

From table 2 it shows that the gender of the respondents was dominated by female, there were 97 respondents or 62.6%. The majority of respondents are women because cooking work cannot be separated from women but does not create an orientation tendency, considering that physical and mental work can be done by all groups. In terms of age characteristics, it shows that at Alexis Café there are 144 or 92.9% of employees aged 20-30 years, which means they have the highest number compared to other ages.

**Table 3. Average and loading**

Variabel	Pertanyaan Kuesioner	Mean	Loading Factor
<b>Work Load (X1)</b>	X1.1 I feel that my current workload is in accordance with my abilities	3,35	0.863
	X1.2 I feel dissatisfied with the distribution of tasks assigned to me	3,42***	0.802
	X1.3 The workload given is not in accordance with the conditions of my scope of work	3,32	0.910
	X1.4 The work that is always given is sometimes sudden and takes a short period of time	3,32	0.906

	X1.5 My boss requires every employee to have work targets both inside and outside the office	3,28**	0.899
<b>Work Conflict (X2)</b>	X2.1 I feel that communication between employees is not good	3,33	0.899
	X2.2 I accept differences of opinion in order to achieve goals	3,32	0.825
	X2.3 Different assessments from my superiors do not change my enthusiasm and motivation to work better	3,19**	0.758
	X2.4 I feel that my colleagues and I have differences in determining solutions to work-related problems.	3,34***	0.783
	X2.5 I feel mentally exhausted by my work	3,28	0.873
	X2.6 I feel that there is a personal dispute between me and my co-worker	3,30	0.797
<b>Work Environment (X3)</b>	X3.1 The atmosphere where I work provides a feeling of comfort and security	2,94	0.864
	X3.2 I feel working in this place allows me to communicate informally with colleagues	2,95***	0.842
	X3.3 The lighting in the work space is very adequate	2,87	0.891
	X3.4 The relationship between employees and superiors is not harmonious	2,85**	0.902
	X3.5 Fellow employees support creating a safe and comfortable work environment	2,88	0.893
	X3.6 The facilities at the place I work are sufficient to support work activities	2,86	0.902
	X3.7 The company does not differentiate between one employee and another	2,86	0.854
	X3.8 The relationship between employees and superiors helps in work activities	2,86	0.888
<b>Job Stress (Y)</b>	Y1 Company targets and job demands are too high	3,43**	0.763
	Y2 I often encounter difficulties at work	3,55	0.738
	Y3 I feel that the leadership does not provide corrective direction when employees make work mistakes	3,45	0.890
	Y4 The work climate where I work makes me feel uncomfortable	3,34	0.830
	Y5 I feel that my freedom at work is very limited	3,52	0.873
	Y6 I find it difficult to resolve problems with colleagues	3,53	0.821
	Y7 I feel that the Job Description given does not suit my position	3,56***	0.892

\*\* low average

\*\*\* high average

**Table 4. Convergent validity**

Variable	Cronbach's Alpha	AVE	Composite Reliability	Result
Work load	0.924	0.769	0,943	Reliable
Work Conflict	0.905	0.679	0,927	Reliable
Work Environment	0.958	0.774	0,965	Reliable
Job Stress	0.925	0.691	0,940	Reliable

If the Composite reliability rating and recommended Cronbach's alpha value are more than 0.7, then it is considered reliable. The table above shows that the total reliability and Cronbach's Alpha values for all research variables are both more than 0.7. Based on these findings, it can be assumed that all variables are very reliable, because they all passed the composite reliability and Cronbach's alpha tests.

Composite Reliability and Cronbach's alpha both must be greater than 0.7 to be considered reliable. The following table shows that the Cronbach Alpha value for the entire set of research variables is more than 0.7, indicating high reliability. Based on these findings, it can be assumed that all variables are very reliable, because they all passed the composite reliability and Cronbach's alpha tests

**Table 5. Fornell-Larcker Criterion**

Variable	Work Load	Work Conflict	Work Environment	Job Stress
<b>Work Load (X1)</b>	0.877			
<b>Work Conflict (X2)</b>	0.544	0.824		
<b>Work Environment (X3)</b>	-0.138	-0.116	0.880	
<b>Job Stress (Y)</b>	0.598	0.643	-0.220	0.831

The validity of a model can be checked through the use of discriminant validity. The strength of the relationship between structure and its indicators as well as indicators of other constructs can be measured using cross-loading and Fornell-Lacker criteria, which demonstrate discriminant validity. Cross loading and the Fornell-Lacker criterion both require values greater than 0.7, and the AVE value for each development can be compared with the construct's correlation with other variables in the model. A good discriminant validity value is shown when the root AVE value of each construct is greater than the correlation value between that construct and other constructs in the model.



**Tabel 6. Goodness Of Fit**

Indicator	Result	Cut Off	Description
SRMR	0.055	< 0,8	Fit
d_ULS	1.080	> 0,95	Fit
d_G	0.872	> 0,05	Fit
Chi-Square	690.989	Close to zero	Marginal Fit
NFI	0.822	> 0,90	Marginal Fit
rms Theta	0.148	Close to zero	Marginal Fit

**Tabel 7. Hypothesis test results**

Variabel	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistik ( O/STDEV )	P Values
Workload -> Work Stress	0.339	0.337	0.078	4.366	0.000
Conflict -> Work Stress	0.444	0.445	0.070	6.368	0.000
Work Environment -> Work Stress	-0.122	-0.130	0.061	1.980	0.048

The results of testing the first hypothesis, namely the Effect of Workload on Job Stress, show a coefficient value of 0.339, a p-value of  $0.000 < 0.05$  and a t-statistic of  $4,366 > 1.960$ . These results indicate that workload influences work stress. As a result, the hypothesis which stated that "Workload has a significant positive influence on Job Stress" was accepted.

The results of testing the second hypothesis, namely the Effect of Conflict on Work Stress, show a coefficient value of 0.444, a p-value of  $0.000 < 0.05$  and a t-statistic of  $6,368 > 1.960$ . These results indicate that conflict influences work stress. As a result, the hypothesis which states that "Conflict has a significant positive influence on Job Stress" is accepted.

The results of testing the third hypothesis, namely the Influence of the Work Environment on Job Stress, show a coefficient value of -0.122, a p-value of  $0.048 < 0.05$  and a t-statistic of  $1,980 > 1.960$ . These results indicate that the work environment influences work stress. As a result, the hypothesis which states that "The Work Environment Negatively Influences Job Stress" is accepted.

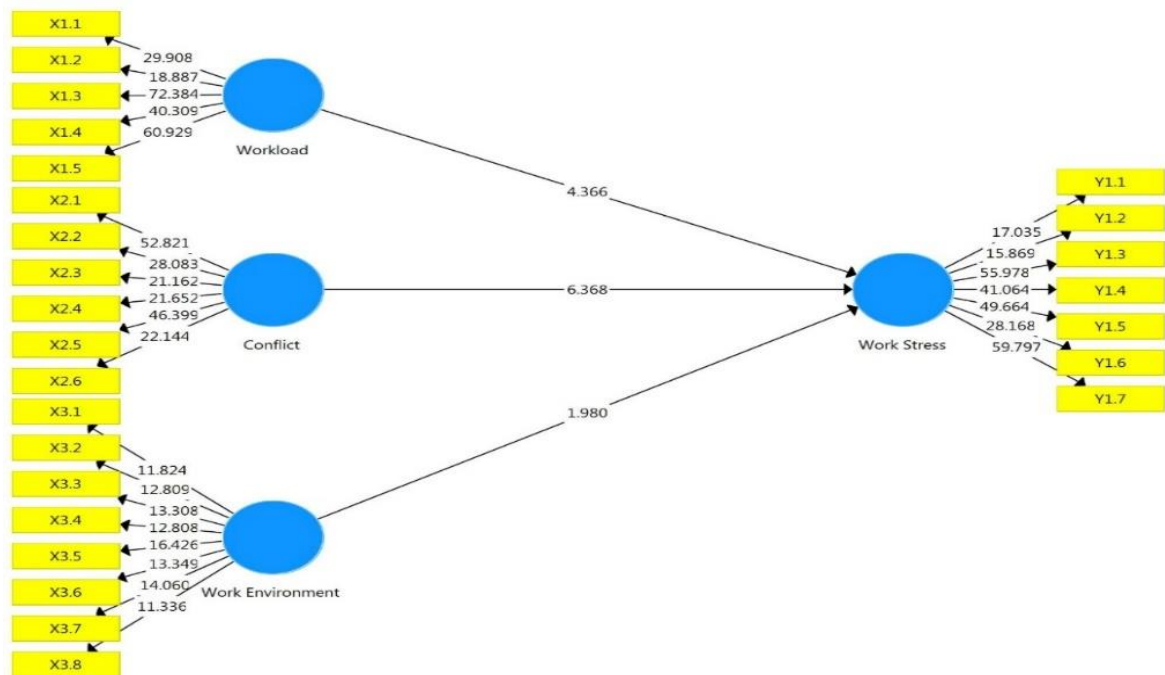


Figure 2. Hypothesis testing

**Work Expenses have a significant positive influence on Employee Work Stress**

The results of hypothesis testing can be concluded that workload has a significant influence on work stress in Alexis Café employees. This is based on the results of respondents' answers because employees feel dissatisfied with the division of work, which results in causing work stress (X1.2). (Rasooli & Abedini, 2019) considers a person's attitude towards work to consist of their ideas, emotions and actions. In other words, individuals will be overburdened as a direct consequence of their negative view of the tasks they have to do. Workload is defined as a combination of an excessive number of tasks and insufficient time to carry them out (Syihabudhin et al., 2020). Therefore, workload can also indicate that there are too many tasks or not enough time to carry them out. And stress from too much work can cause physical imbalance, which in turn impacts a person's mood, productivity and health. Employees also feel bored if the work they do is not in accordance with the agreement. They always complain about this, but the boss or owner of Alexis Café doesn't listen, resulting in excessive workload and can make employees feel stressed at the place where they work.

Hadi Mousavi, (2020) describes how the inability to adapt to demanding tasks is the result of external actions (environment, circumstances, events) that place undue stress on a person's mental or physical resources. The term “workload” is used to describe the gap that exists between an organization's resources and the complexity of the tasks to be completed (Heard et al., 2018). Judging from the employees, most of whom have only graduated from high school, they will feel the pressure of the job because they are immediately faced with a division of work that is not in accordance with their abilities and do not have any work experience. Because of this, employees often suddenly ask to resign from Alexis Café, where they work according to the job but the inappropriate division of work makes them even more burdened by the work. (Ujir et al., 2020) also proves that excessive workload will cause problems in the mental and

physical condition of employees. Research conducted by (Wahdaniyah & Miftahuddin, 2019) explains that there is a significant influence between workload and work stress.

Workload greatly influences work stress, so it can be said that an employee who is asked to do work that is not in accordance with his job and abilities greatly influences work stress (Trie Myta Pradina, 2022). (Tran et al., 2020) are of the opinion that human resources are one of the most important factors in a company apart from business capital. Therefore, it is very necessary for human resources to be managed very well so that the company's efficiency and effectiveness continues to increase in the future.

### **Work Conflict has a significant positive influence on Employee Work Stress**

Defines of workplace disputes as disputes or disputes that arise between co-workers or between co-workers and the environment (Tentama et al., 2019). Employees will be less invested in their work and more stressed if they are unable to manage conflicts that arise at work, which will ultimately reduce job satisfaction and increase Job Stress.

Based on the hypothesis results, there is an assumption that work conflict can influence work tension among Alexis Cafe employees. From the results of the descriptive analysis of the questionnaire distribution, employees feel that their co-workers have differences in determining solutions to work-related problems (X2.4). Conflict at work can come from anywhere and at any time (Kaiser et al., 2011). If you have a mutually agreed solution to a problem, it will not be a burden (Beukers et al., 2014).

Conflict has been shown to increase stress in the workplace in the past (Rhamdani & Wartono, 2019). When people or groups conflict with each other, this can cause various undesirable side effects, including changes in perspective, behavior, and even honesty (Siregar & Zulkarnain, 2022). Therefore, Alexis Cafe superiors must be the middle party and listen to the problems that occur and resolve these problems. Bosses also do not take sides or defend anyone, because all employees are the same. And superiors must also open up a space to talk to all their employees so that they can be united and avoid disputes that can result in work conflicts. (Andersson et al., 2019) stated that a superior is not allowed to take sides with anyone in the world of work because this can cause chaos in developing existing human resources.

### **Work Environment Negatively Influences Employee Work Stress**

From the results of testing the Work Environment hypothesis, it can be concluded that the work environment does not influence the work stress of Alexis Café employees. The results of the analysis on the questionnaire are (X3.2) Employees feel that working in this place allows them to communicate informally with colleagues. According to (Ramamurthy et al., 2021) Informal Communication is correspondence interaction that occurs without focusing on the organizational structure. It can be seen from the research results that there are no restrictions or rules that do not allow fellow employees to communicate informally when carrying out work, as a result there is no pressure because fellow employees are not restricted in communicating. Because if there are boundaries it will cause fellow employees to become apart and not build each other up (Conrad, 2014).

The reason is that the environment around employees has an impact on the way they do their work (Sugiarti, 2021). Therefore, because there are no obstacles or obstacles, employees can have relaxed discussions with fellow employees, which can increase work enthusiasm for Alexis Cafe workers. In their journal (Maryanti et al., 2022) they also explain that a positive work atmosphere can increase work morale, while a negative work atmosphere may have the

opposite effect. Previous research conducted by (Dr.K. Sivagama Shunmuga Sundari & Ms.A. Antony Selva Priya, 2020) stated that the work environment had no significant influence on employee work stress. (Alonderienė & Sabaliauskaitė, 2017) in their journal states that superiors must maintain something if it is constructive for their company. There will be a positive impact on workers' ability to continue working if the workplace is pleasant and productive, and a negative impact if it is not (Ruusila, 2021).

## CONCLUSION

Based on the results of data analysis and discussion described in the previous chapter regarding the influence of Workload, Conflict and Work Environment on Employee Work Stress (case study at Alexis Café), it can be concluded as follows:

1. Workload has a significant positive influence on employee work stress
2. Work Conflict has a significant positive influence on Employee Work Stress
3. The work environment has a negative and insignificant effect on employee work stress.

## SUGGESTION

From the results of research data analysis as well as the conclusions that have been outlined in the research, there are suggestions from researchers looking at the research that has been carried out showing that the work environment has no influence on work stress, while work load and work conflict have a significant influence on employee work stress. So the boss or owner of Alexis Café must look more closely at the employee's performance to see whether it is in accordance with what is given or not, to sort out whether the work given is in accordance with the job description or not, and look at the employee's welfare whether they are stressed in doing their work or not because of this. will cause stress. Because good employee performance depends on what a company provides to its employees. It is hoped that this development research can change all the things that cause work stress in Alexis Cafe employees. Also for superiors and employees not to have any boundaries, and must always communicate well and work together without dropping in order to build Alexis Café. And if criticism or suggestions are received, it is hoped that they will be heard and immediately changed for the common good.

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