An Analysis of Workload and Job Stress on Employee Job Performance

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ABSTRACT

The present study aims to find out the influence of workload through job stress and the influence of job stress through employee performance. The object of the study was used as an analysis unit employee at Clinic X. This study employed a verificative method using an explanatory survey with 63 respondents as samples. The result of the study found that the influence of workload through job stress was in a strong category, which means that job stress had an effect on employee's performance in Clinic X. However, the present study has found out that if the workload is appropriate, then employee's job stress will decrease. Besides, if job stress is increased, the employee performance in Clinic X will increase.

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

1. INTRODUCTION

One of the problems occurred within the company is employee performance. Employee performance is the results that have been achieved and have been made in the work-place [1]. The success or failure of a company in carrying out its activities cannot be separated from employee capacity who work in the company [2]. Performance is something that is very important for companies to achieve goals, so that various policies must be carried out by companies to improve employee [3]. The results of the performance of an individual or a company depend on all organizational policies, practices, and design features of the company or organization [1].

Employee performance problems are still an important topic in various studies in the field of human resource management, as mentioned in previous research on job satisfaction and employee performance [4, 5], work-family conflict, job stress and employee performance [6], individual characteristics, employee development and performance [7], transformational leadership and employee performance [8], compensation, motivation and employee performance [9].

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

Problems regarding employee performance occur in industry fields such as services and manufacturing. Service industries such as government agencies [11], banking, [12; 13], and health [14, 15].

Clinic X has 9 performance evaluation criteria for employees. Table 1 shows the indicators or criteria for employment assessment in Clinic X in 2016.

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

No.	Assessment Indicator	Value Classification				
		VG	G	E	NG	B
1.	Smile, Greetings, Courtesy, politeness	5	4	3	2	1
2.	Friendliness	5	4	3	2	1
3.	Discipline (Work Rules)	5	4	3	2	1

No.	Assessment Indicator	Value Classification				
		VG	G	E	NG	B
4.	The Implementation of SOP	5	4	3	2	1
5.	Service standard	5	4	3	2	1
6.	Environmental Tidiness	5	4	3	2	1
7.	Environmental Hygiene	5	4	3	2	1
8.	Daily and obedience	5	4	3	2	1
9.	Speed	5	4	3	2	1

Source: HRD Section of Clinic X

Information : VG = Very good; G = Good; E = Enough; NG = Not good; B = Bad

Based on the description of Table 1, it can be seen that Clinic X has 9 categories in assessing the performance of its employees. Table 2 shows the results of employee performance evaluations during 2014-2017 period.

Table 2. Clinic X employee performance appraisal 2014-2017

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

Source: Results of clinical HRD data processing X

Table 2 shows data on the results of performance appraisal at Clinic X employees which relatively decreased in 2014-2017. Indications of performance problems can be seen through the discrepancy of achieving employee targets in carrying out tasks determined by the company [16]. Table 3 shows the summary of employee discipline in 2014 and 2017.

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

Table 3. Violations in work discipline of Clinic X employees in 2014-2017

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

Source: HRD Section of Clinic X

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

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

Based on the background of the study above, several research formulations have been expressed. It is how the influence of workload on employee job stress at Clinic X and how job stress affect employee performance at Clinic X.

2. METHODS

The unit of analysis in this study was employees of Clinic X in a period of less than one year, starting from August 2018 to October 2018. The data collection technique used in this study was a cross-sectional method. The sample of the study was all clinic employees, using the saturated sample method. Data collection technique was conducted through questionnaires, while data analysis technique used was quantitative method, with the help of SPSS 24.0 analysis program for windows.

3. RESULTS AND DISCUSSION

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

Table 4. Summary model correlation coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.330	7.455		1.922	.059
Workload	1.224	.123	.787	9.971	.000

Dependent Variable: Job Stress

Based on Table 4 in column B, there are constant values and simple linear regression coefficients for independent variables. Based on these values, it can determine a simple linear regression model expressed in the form (1).

$$Y = 14{,}330 + 1{,}224X \qquad (1)$$

Based on the simple linear regression equation above, it shows that the workload regression coefficient (b) is positive. It can be said that if the workload increases, then the value of job stress will increase, and vice versa, if the workload decreases, the value of job stress will decrease.

In order to find out the percentage effect of X on Y, the coefficient of determination can be determined by the formula proposed by [18] as seen in (2).

$$CD = r^2 \times 100\% \qquad (2)$$

Information:

- CD = Coefficient determination

- r = Correlation coefficient

- 100% = Constant

The effect of workload on job stress can be seen from the results in Table 5.

Table 5. The determination coefficient of workload on job stress.

Model Summary				
Model	*R*	*R Square*	*Adjusted R Square*	*Std. An error of the Estimate*
1	.787ᵃ	.620	.614	6.324

Predictors: (Constant), Workload

Dependent Variable: Job Stress

$$CD = (0,787)2 \times 100\%$$

$$CD = 62\%$$

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

Based on the calculation of the coefficient of determination for workload with job stress is 62%, while 38% is influenced by factors that were not examined in this research, such as tasks, roles, and interpersonal demands, organizational structure, and organizational leadership [19]. To find out the percentage effect of workload on performance, the measurement can be done by using SPSS 24.0 for Windows program. The output results are obtained in Table 6.

Table 6. Significant Value of the t-test

Coefficients					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	*t*	*Sig.*
	B	*Std. Error*	*Beta*		
(Constant)	14.330	7.455		1.922	.059
Workload	1.224	.123	.787	9.971	.000

Dependent Variable: Job Stress

Based on Table 6, the value of t-count is 9.971 for the workload. The significant level (α) is 5%, and degrees of freedom df = n - k = 63 - 2 = 61, hence it is obtained t-table's value of 4.00.

Based on Table 6, Ha is accepted, this means that the workload has an effect on job stress, with the influence of workload on job stress by 62% and is in a strong category [20], while 38% is influenced by factors that have not examined by researchers, such as tasks, roles, and interpersonal demands, organizational structure, and organizational leadership [19].

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

Whereas, to find out the effect of job stress on performance, a simple linear regression test was carried out. The simple linear regression equation model formed in this study is as follows on Table 7.

Based on the results of data processing with the help of the SPSS 24.0 for the windows program, a simple linear regression coefficient is obtained in Table 7.

Table 7. Coefficients Correlation model summary

Coefficients					
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	*t*	*Sig.*
	B	*Std. Error*	*Beta*		
(Constant)	49.950	10.057		4.967	.000
Job Stress	1.089	.113	.776	9.619	.000

Dependent Variable: Performance

Based on Table 7 in column B, there are constant values and simple linear regression coefficients for independent variables. These values can determine a simple linear regression model expressed in the form (3).

$$Y = 49{,}950 + 1{,}089X \qquad (3)$$

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

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

Table 8. The determination coefficient of job stress on performance

Model Summary				
Model	*R*	*R Square*	*Adjusted R Square*	*Std. An error of the Estimate*
1	.776ᵃ	.603	.596	9.070

Predictors: (Constant), Job Stress

Dependent Variable: Performance

The correlation coefficient (R) is 0.776. This means that the relationship between job stress and performance is about 0.776. From these numbers, it can be concluded that the relationship between job stress variables and performance variables is strong.

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

The results of the percentage effect of workload on performance can be found out using the SPSS 24.0 for Windows program, and the output is as shown on Table 9.

Table 9. Significant Value of the t-test

Coefficients				
Model	*Unstandardized Coefficients*		*Standardized Coefficients*	*t*	*Sig.*

		B	Std. Error	Beta		
1	(Constant)	49.950	10.057		4.967	.000
	Job Stress	1.089	.113	.776	9.619	.000

Dependent Variable: Performance

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

Based on Table 10, Ha is accepted, which means that job stress has an effect on performance, with the magnitude of the effect of work stress on the performance is 60.3% and in a strong category [20], while 39.7% is influenced by factors that have not been examined in this study, such as individual ability to do the work, expended effort, organizational support [23].

In previous studies, it was revealed that job stress had a significant effect on employee performance [24]. Job stress which had a negative and significant effect on performance [25] showed that the higher the level of job stress experienced, the lower the results of employee performance.

4. CONCLUSIONS

The results of the study revealed that workload affected employee job stress and it was in a very strong category. This shows that the more appropriate the workload of employees, the higher the job stress of the employees at Clinic X. Job stress influenced employee performance with strong categories, which showed that the higher the work stress felt by employees in the company, the higher the performance of employees at Clinic X.

Based on the results of the study, there are several things suggested that can increase job stress through the workload to improve employee performance through job stress. The companies need to control and supervise employees and hold activities such as spiritual gathering, having vacation, and having meals together accompanied by sharing or work discussion.

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