

THE INFLUENCE OF WORKLOAD, WORK STRESS AND WORK LIFE BALANCE ON EMPLOYEE WORK PERFORMANCE

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ARTICLE INFO	ABSTRACT
<p>Keywords: Workload, Work Stress, Work Life Balance, Work Performance</p>	<p>The rapid growth of business in Bekasi Regency requires companies to always excel in competing, especially for their human resources. This study aims to prove the effect of workload, work stress and worklife balance on work performance on employees of manufacturing companies in the MM2100 area with a population of 185 employees. Sample research as many as 86 employees. The independent variables in this study are workload, work stress and work life balance, while the dependent variable is employee performance. Data analysis is used using the Multiple Linear Regression method. The results of this study indicate that workload has a significant positive effect on work performance1), work stress has a significant positive effect on work performance2), work life balance has a significant positive effect on work performance3), workload, work stress and worklife balance have a significant positive effect on work performance4).</p>
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1. INTRODUCTION

Economic growth, along with the rapid growth of businesses in Bekasi Regency, requires companies to always excel in competition. In order for the company to be able to become a superior company and be able to compete, the company needs various ways arranged in the program to be able to improve employee performance. In achieving company goals, the role of competent human resources is needed, because good human resource management will result in good employee performance as well. Human resources are one of the important factors that companies need to manage in order to improve company performance. This is because the main driving factor in the company is the human resources involved in it. So it is important for companies to look at employee workload, employee work stress levels and work life balance so that employees can maintain or even improve their performance.

The phenomenon that occurs in companies is the problem of employee workload in the company where the workload felt by employees is too high which can affect the mental and physical condition of employees. Another phenomenon that occurs is the level of employee stress in the company, if the employee's stress level is low it will affect the employee's work better, so that it can increase work intensity, ability to react and alertness, and vice versa if the employee's stress level is high it will affect the employee in doing his job, high and prolonged stress levels can lead to decreased performance, as we know that work stress is a condition when individuals get pressure or tension in their work and work environment so that individuals respond negatively and feel burdened in completing their obligations. High stress can also be triggered by work life balance. A poor work-life balance in employees will have an unfavorable influence on the company to achieve its goals. This can cause a decrease in performance, causing a decrease in productivity.

The author conducted research at PT CK, which is a manufacturing company engaged in automotive components located in the MM2100 area, Bekasi Regency. In the production process, it has created efficient production control by eliminating waste and inefficiency with the Just In Time method. Similar to other companies, PT C K has a goal of improving employee performance in the company. One of the things that can drive employee performance is workload. Work Stress and work life balance. Excessive workload, high work stress and poor work life balance will affect the performance of PT. CK employees.

Based on data information that we got from the company in 2022 that PT. CK employees could not achieve the targets set by the company. While the overtime rate of PT CK employees is very high, every day employees work an average of 11 hours per day, this causes a large workload, work stress and

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imbalance of work time with personal life for employees and of course causes high costs but not optimal work results.

As we know, a company is said to be performing well if the company can achieve the targets that have been set, or it can be said to be good if it can match the workload given to employees with the abilities possessed by these employees. This is because workload, work stress and work life balance are the most basic things to find out how well a company or employee is doing a job that will affect employee performance. Therefore, the author is very interested and wants to examine whether workload, work stress and worklife balance of employees have a real influence on employee performance.

Literature Review

Work Performance

According to Maltis in (Rafiq, 2019) Performance is an indicator that affects how much they contribute to their organization. Performance improvement for both individuals and groups is the center of attention in an effort to improve organizational performance. In Sopiah's book, (Sangadji, 2018: 351) and Robbin (2006) say there are five performance indicators, namely: a. Quality Quality of work is measured by the leader's perception of the quality of work produced and the perfection of tasks against the skills and abilities of employees. b. Quantity. Quantity is the amount produced, usually expressed in terms such as units, the number of activity cycles completed. c. Timeliness. Is the level of activity of completing work within a certain time that has been set as a standard for achieving work completion time. d. Effectiveness. Is the level of use of organizational resources (manpower, money, technology, and raw materials) that is maximized with the intention of increasing the results of each unit in the use of resources. e. Independence Is the level of an employee who will be able to carry out his work functions, work commitment with the agency and employee responsibility for the organization.

The results of this study are also supported by Pandu Pradana (2022) in a journal entitled The Effect of Workload, Work Stress and Work Life Balance on Employee Performance (Study at PT. PGN TBK), published in the E-Journal Syntax Litetare: With the conclusion that there is an influence of workload, work stress and work life balance on the performance of employees of PT PGN Tbk. If the level of workload and work stress increases, then employee performance will increase insignificantly. Meanwhile, if work life balance increases, employee performance will experience a significant increase.

Workload

According to Vanchapo (2020) Workload is a process or activity that must be completed by a worker within a certain period of time. If a worker is able to complete and adjust to a number of tasks given, then this does not become a workload, but if the work is unsuccessful, the tasks and activities become a workload. According to (Koesomowidjojo, 2017) workload indicators include: a. Job Conditions. How an employee understands the job well, for example, employees who are in the production division will certainly deal with production machines to help achieve the production targets to be set. b. Use of Working Time. Working time in accordance with the SOP will certainly minimize employee work. c. Targets to be Achieved. The work targets set by the company will of course directly affect the workload received by employees.

Supported by research by Malik Abdul Rohman, Rully Moch. Ichsan (2021), with the title The Effect of Workload and Work Stress on Employee Performance of PT Honda Daya Anugrah Mandiri, Sukabumi Branch. With 47 respondents. Statistical Hypothesis Test and Multiple Linear Regression Analysis. The results showed that: Workload (X1) and Work Stress (X2) have an influence on Employee Performance (Y). Published in Management Student Journal. Vol. 2 No. 1 (2021).

Work Stress

According to Robbin in (Wahyudin 2107: 152) states that stress is not too bad and negative, people who want to perform excellently feel dissatisfied with the results achieved and always want to improve better results to get promotions will face challenges that risk stress. Job stress will arise if there is a gap between individual abilities and the demands of their work. Indicators of job stress according to Stephen P. Robbins translation (Benyamin Molan, 2017: 796), namely: a. Intrinsic factors of work. Divided into task demands, time pressure due to work deadlines and having to make too many decisions. b. Role in the organization. Divided into uncertainty and lack of information on job roles, expectations at work and responsibilities at work. c. Workplace relationships. Divided into relationships with superiors and relationships with coworkers. d. Career development Divided into lack of job security. Career development Divided into lack of job security (fear of redundancy or early retirement) and status mismatch such as lack of promotion and frustration at having to pursue a high career. e. Organizational

structure and climate Greater opportunities and participation in decision-making.

This research is supported by G. Kajuwatu, L. Dotulong, G. Lumintang (2022), in a journal entitled The Effect of Job Stress, Job Engagement and Job Satisfaction on the Performance of Civil Servants during the Covid-19 Pandemic at the Langowan Raya Sub-District Office published in E-Journal EMBA, Vol, 101, No. 1, January 2022. With the conclusion that the work stress variable has a significant positive effect on employee performance. This means that employees who experience work stress greatly affect the performance of these employees, especially employees at the Langowan Raya Sub-District Office.

Work Life Balance

The definition of work life balance according to Greenhaus et al in (Valen, 2017: 10) is a balance of work and life in which a person is bound in a balanced manner between work responsibilities and responsibilities in family or personal life. In balancing the two, harmony is needed, many employees have difficulty in managing time both at work and in their own health. This is important in the area of human resources where this balance plays an important role in the smooth running and success of employees. Indicators according to Fisher, Bulger, and Smith in (Dian Astriani, 2017) say that work life balance has 4 forming dimensions, namely: a. WIPL (Work Interference With Personal Life). This dimension refers to the extent to which work can improve the quality of an individual's personal life. For example, the skills that individuals acquire at work allow individuals to utilize these skills in their daily lives.

This research is supported by Muhammad Hafidz Wismawan, Bachruddin Saleh Luturlean (2022) in a journal entitled The Effect of Work Life Balance and Work Motivation on Employee Performance of PT. Bank X published in the E-Journal Procedure of Management, Vol. 9, No. 2, April 2022. With the conclusion that the work life balance variable has a negative and significant effect on employee performance.

2. METHOD

The type of research used in this study is quantitative research that uses questionnaires as a data collection tool. In this study, the data needed is primary data. The population in this study were 185 employees of PT CK located in the MM2100 area, Bekasi Regency. The number of samples in this study amounted to 86. Primary data acquisition is done through distributing questionnaires to get an overview of workload, work stress, work life balance and work performance on PT CK employees located in the MM2100 area, Bekasi Regency.

In this study, the data to be collected is the perception of the respondent, therefore the simplest measurement uses a questionnaire or questionnaire technique that will be submitted to each respondent, serving as an instrument or measuring instrument that will be submitted directly. The measuring scale used in this study adopts a Likert scale with an interval of 5 levels. The technique used to process data is statistical analysis techniques through the SPSS program..

3. RESULTS AND DISCUSSION

Research Results

Validity Test and Reliability Test

a. Instrument Validity Test Results

In the validity test results, it can be seen that each statement item on variables X1, X2, X3 and Y has $r_{count} > r_{table}$ (0.212) and is positive. Thus the statement items of the workload variable, work stress, work life balance and employee performance are declared valid.

b. Instrument Reliability Test Results

Table 1 Instrument Reliability Test

Variables	Reliability Coefficient	Cronbach Alpha	Description
Workload	5 Statement Items	0,818	Reliable
Work Stress	5 Statement Items	0,791	Reliable
Work Life Balance	5 Statement Items	0,832	Reliable
Work Performance	5 Statement Items	0,756	Reliable

Source: SPSS Data Processing

In the table above, it can be seen that each variable has Cronbach Alpha > 0.60. Thus the variables of Workload, Work Stress, Work Life Balance and Employee Performance can be said to be reliable.

Normality Test

Table 2 Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		86
Normal Parameters^{a,b}	Mean	.0000000
	Std. Deviation	3.34110329
Most Extreme Differences	Absolute	.073
	Positive	.048
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200 ^{c,d}

- a. Test distribution is Normal.
 - b. Calculated from data.
 - c. Lilliefors Significance Correction.
 - d. This is a lower bound of the true significance.
- Source: SPSS Data Processing

Based on the table above on the normality test using the Kolmogorov-Smirnov method, asymp sig. (2-tailed) obtained a number of 0.200 > 0.05, it can be concluded that the data distribution in this study is normal. The results of the normality test of the normal Probability Plot curve data, as follows:

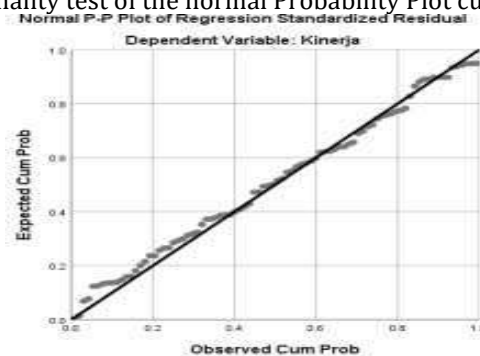


Figure 1 Probability Plot Normality Test Results

In the picture above, it is known that the data with the Normal P-Plot used is declared normally distributed. This is because the points in the distribution picture look spread or close around the diagonal line and the spread of the data points is in line with following the diagonal line.

Multicollinearity Test

Table 3 Multicollinearity Test Tolerance and VIF

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	7.909	.973		8.130	.000		
	Workload	.449	.042	.697	10.796	.000	.960	1.042
	Work Stress	.185	.038	.437	4.901	.000	.503	1.988
	Work Life Balance	-.122	.032	-.338	-3.847	.000	.517	1.934

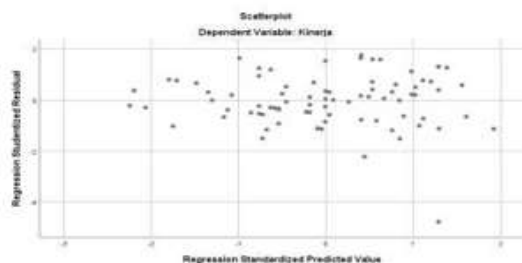
- a. Dependent Variable: Y1
- Source: SPSS Data Processing

From the table above, it can be seen that variable X1 (Workload) obtained a VIF value of 1.042 and a tolerance value of 0.960. In variable X2 (Work Stress) obtained a VIF value of 1.988 and a tolerance

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value of 0.503. Then in variable X3 (Work Life Balance) obtained a VIF value of 1.934 and a tolerance value of 0.517. Of the three variables, the VIF value < 10 and the tolerance value > 0.10. So it can be concluded that there is no multicollinearity of the three variables. Uji Heteroskedastisitas.



Sumber : Olah Data SPSS, 2022

Figure 2 Heteroscedasticity test

From the Scatterplot image above, it can be seen that the points spread and do not form a clear pattern. So it can be concluded that there is no heteroscedasticity problem.

Multiple Linear Regression Analysis

Table 4 Test of Multiple Linear Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.909	.973		8.130	.000
	Worload	.449	.042	.697	10.796	.000
	Work Stres	.185	.038	.437	4.901	.000
	Work life balance	-.122	.032	-.338	-3.847	.000

a. Dependent Variable: Y1

The coefficient value of the workload variable (X1) is obtained as 0.449, then if the workload (X1) increases by one point, then each increase in the workload variable on work performance increases by 0.442. The coefficient value of the work stress variable (X2) is obtained as 0.185, then if the work stress (X2) increases by one point, then each increase in the work stress variable on work performance increases by 0.185. The coefficient value of the work life balance variable (X3) is obtained as -0.122, then if the work life balance (X3) increases by one point, then each increase in the work life balance variable on work performance decreases by -0.122.

Hypothesis Testing

a. Partial Hypothesis Test (t Test)

Table 5 t Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.909	.973		8.130	.000
	WORK LOAD	.449	.042	.697	10.796	.000
	WORK STRESS	.185	.038	.437	4.901	.000
	WORK LIFE BALANCE	-.122	.032	-.338	-3.847	.000

a. Dependent Variable: Kinerja

Based on the test results in the table above, it can be explained that there is a partial relationship between variables X1, X2, and X3 to Y.

Tabel 6 Hasil Uji F

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	173.920	3	57.973	55.973	.000 ^b
	Residual	84.931	82	1.036		
	Total	258.850	85			

a. Dependent Variable: WORK PERFORMANCE

b. Predictors: (Constant), WORK LIFE BALANCE, WORK LOAD, WORK STRES KERJA

In the table above, it can be seen that the calculated F value of 55.973 > from the F table value of 2.71 and a significance value of 0.000 < 0.05. So it can be concluded that the Workload, Work Stress and Work Life Balance variables together have a significant effect on the Employee Performance variable.

Coefficient of Determination (R²)

Table 7 Test Results of the Coefficient of Determination

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	.672	.660	1.01771

a. Predictors: (Constant), WORK LIFE BALANCE, WORK LOAD, WORK STRES
b. Dependent Variable: WORK PERFORMANCE

Model Summary^b

Based on the table above, it can be explained that R Square has a value of 0.672, which means that the Workload (X1), Work Stress (X2) and Work Life Balance (X3) variables have an influence of 67.2% on the Employee Performance variable (Y), while the remaining 37.3% is influenced by other factors outside this study.

Discussion

Based on hypothesis testing, it can be concluded that:

1. Effect of Workload on Work Performance
Based on the calculation of the t value of 10.796 > from the t table, namely 1.988 with a significance value of 0.00 < 0.05. Ho1 is rejected, and Ha1 is accepted. Thus the workload variable has a significant effect on work performance.
2. The Effect of Job Stress on Work Performance
Based on the calculation of the t value of 4.901 > from the t table, namely 1.988 with a significance value of 0.00 < 0.05. Ho1 is rejected, and Ha2 is accepted. Thus the work stress variable has a significant effect on work performance.
3. The Effect of Work Life Balance on Work Performance
Based on the calculation of the t value of -3.847 < from the t table, namely 1.988 with a significance value of 0.00 < 0.05. Ho3 is rejected, and Ha3 is accepted. Thus the work life balance variable has a significant effect on work performance.
4. The Effect of Workload, Work Stress and Work Life Balance on Work Performance
Based on the calculation of F table obtained 2.72 and F count of 55.973, it means that F count > from F table and obtained a significant result of 0.000 < 0.05. so it is stated that Ho is rejected, and Ha is accepted. Thus the workload, work stress and work life balance variables together have a significant influence on work performance.

4. CONCLUSION

Based on the research and discussion that has been carried out regarding the effect of workload, work stress and work life balance on the performance of employees of PT CK, the following conclusions can be drawn: Based on the results of the T-test on the Workload variable partially and significantly affects the Employee Performance of PT CK, Based on the results of the T-test on the Work Stress variable partially and significantly affects the Employee Performance of PT CK, Based on the results of the T-test on the Work Life Balance variable partially and significantly affects the Employee Performance of PT CK, Based on the results of the F-test it can be concluded that Ha is accepted and HO is rejected. This means

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that the four independent variables, namely Workload, Work Stress, Work Life Balance together (simultaneously) affect the Employee Performance variable.

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