



THE INFLUENCE OF WORK LIFE BALANCE AND WORKLOAD ON EMPLOYEE WORK STRESS AT PT PLN (PERSERO) UP3 MADIUN

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Abstract

Human resource are an important part in the operation of a company to achieve goals, where human resources actively manage other resources. In order for employees in the company to achieve good targets and continue to increase, leaders must also pay attention to the conditions of employees properly.

The purpose of this study is to determine the influence of Work Life Balance and Workload on Employee Work Stress at PT PLN (Persero) UP3 Madiun. This study uses a quantitative method with a population and sample size of 52 employees, where the sample technique used is saturated sample. The data collection methods were carried out through questionnaire distribution. The data analysis technique used is *Partial Least Square* (PLS). The results showed that Work Life Balance and Workload were able to influence Employee Work Stress at PT PLN (Persero) UP3 Madiun.

Keywords: Workload; Work Stress; Work Life Balance

INTRODUCTION

Stress is a common problem that often occurs and cannot be avoided in employees within an organization or company. Work stress is an important factor that must be considered by the company, because if work stress is too high, it can affect the growth of the company and disrupt employee productivity. Companies need to know what can trigger work stress in employees. According to Mangkunegara (2013), work stress is a feeling of pressure experienced by employees in dealing with work. Work stress is a condition of tension that affects a person's emotions, thoughts, and physical condition (Siagian, 2015: 300). Excessive work stress has a significant impact on employee productivity. As a result, various symptoms of stress develop in employees, which can disrupt their work. Therefore, it is important for companies to meet the needs of each employee and create a comfortable working environment in order to minimize work stress and enhance productivity in employees.

Companies must pay attention to several factors to reduce work stress in employees, one of which is work life balance. According to Piscesta et al. (2022), another factor that can affect work stress is work life balance. Lockwood (in Mauludi & Kustini, 2022) states that work life balance is an individual's ability to commit and take responsibility between work and family. Work life balance is about how a person seeks balance and also comfort in their work and outside of it. The phenomenon of work life balance often occurs when an individual is unable to maintain a balance between their personal life and

work. The impact of this can cause in medical, psychological, and behavioral disorders in individuals. One example of the psychological impact of work life balance is work stress, where if an individual has experienced work stress, they will be easily affected in their work. This can risks to the well being and performance of employees and the company if work life balance is not in balanced (Nurwahyuni, 2019).

Besides from work life balance, another factor that can cause work stress is workload (Wulandari et al., 2023). According to Koesomowidjojo (2017: 21), workload is a process of determining the number of working hours of human resources that are used and needed to complete a task within a certain period of time. Giving too many tasks or a heavy workload can cause tension and ultimately result in stress for individuals (Hasibuan, 2016). This can be caused by the level of expertise that is demanded too high, high work speed, high volume of work, and so on (Sunyoto, 2015: 218).

The phenomenon related to work life balance, workload, and work stress are felt by employees of PT PLN (Persero) UP3 Madiun. Researchers conducted observations and interviews with employees of PT PLN (Persero) UP3 Madiun, which showed that there is an excessive workload and also had pursue time in according to the targets set by the company in handling electrical problems. There is an increase in electrical problems at PT PLN (Persero) UP3 Madiun from year to year. In addition, with the increasing number of complaints received by employees of PT PLN (Persero) UP3 Madiun, they are still required to resolve interference quickly and thoroughly. In line with the launch of the PLN Mobile application, which aims to assist the public in easily reporting electrical problems, the existence of technological advances and this convenience also causes problems for employees where the system and implementation mechanism still have obstacles. This makes the workload of employees increase and work more extra.

With the increasing number of complaints and disruptions that occur, it is not proportional to the very limited number of employees. The excessive activities carried out by employees have an impact on the workload. This makes employees work more than they should and becomes one of the factors contributing to the decreasing performance of employees at PT PLN (Persero) UP3 Madiun. These activities can also create pressure due to the targets set by the company. The pressure that arises and is allowed to drag on will cause to anxiety among employees. The number of disturbances that occur can lead to job stress in employees of PT PLN (Persero) UP3 Madiun.

When employees of PT PLN (Persero) UP3 Madiun have a high workload, their work life balance is also unbalanced. Based on the researcher's interviews and observations, in addition to the workload in which employees are required to complete their tasks quickly according to the set time, most employees of PT PLN (Persero) UP3 Madiun also spend time finishing their work at the office even though working hours are over. Even on weekends, many employees are still busy with work, so they don't have enough time for personal life and family gatherings. This certainly creates discomfort for the employees, on the

one hand they have to commit to their work, but on the other hand they also have to consider their personal and family life. Employees do not have a balance in their work life due to the heavy workload they experience. This can trigger stress in employees. Employees of PT PLN (Persero) UP3 Madiun experience stress at work due to the many demands or workloads that must be completed. When employees are unable to complete their work on time, it can trigger to stress.

The purpose of this study is to determine the effect of Work Life Balance and Workload on Employee Work Stress at PT PLN (Persero) UP3 Madiun.

LITERATURE REVIEW

Work Stress

Mangkunegara (2017) states that work stress is the feeling of pressure or being overwhelmed experienced by employees in dealing with work. According to Hasibuan (2014), stress is a tense condition that will affects a person's emotions, mindset, and physical health. If work stress is not handled properly, it will affect how individuals lose their ability to interact effectively both inside and outside of work (Siagian, 2015). Rakhmi (in Muslikan & Ali, 2022) states that stress is a situation that presses a person's self and soul beyond their limits, so that if it continues without a solution, it will have an impact on their health. Work stress is a person's psychological or physiological response to an environmental stimulus that causes tension (Limanta et al., 2023). Work stress is an unwanted reaction of an individual when faced with heavy loads or demands on the job (Jessica et al., 2023). Indicators of job stress according to Griffin (2013: 185) are behavior, psychological consequences, medical consequences, performance, withdrawal, attitude, and fatigue.

Work Life Balance

According to Lockwood (in Mauludi & Kustini, 2022) work life balance is a balanced state of two demands where an individual's work and life are the same. Lumunon et al. (in Marcheila & Safitri, 2023) state that work life balance is a condition where an employee can manage time well or can harmonize work with personal and family life. Gryzwacz & Carlson (in Jessica et al., 2023) explain work life balance as the ability to divide roles between personal life, family, and work. McDonald and Bradley (in Pambudi, 2020) state that work life balance is measured through three indicators, time balance, involvement balance, and satisfaction balance.

Workload

According to Koesomowidjojo (2017: 21) workload is a process in determining the number of working hours of human resources that work that are used and needed to complete a task within a certain

period of time. Decreased work productivity and the emergence of work-related illnesses are caused by workloads that have exceeded capacity (Wahdaniyah & Miftahuddin, 2019). Astianto & Suprihadi (in (Rusdi et al., 2022) define workload as the difference between the capacity or ability of workers and the demands of the work that must be faced. Meanwhile, workload according to Cashmere (2016) is the burden carried by a position in accordance with established work standards. Indicators of workload according to Koesomowidjojo (2017: 33) are work conditions, use of working time, and targets that must be achieved.

METHOD

This research uses a quantitative approach with data collection methods through distributing questionnaires online using Google Form. The population and sample in this study were all 52 employees of PT PLN (Persero) UP3 Madiun. The sampling technique used a saturated sample technique. The data analysis technique in this study uses Partial Least Square (PLS).

RESEARCH RESULTS AND DISCUSSION

Based on the questionnaire distributed by the researcher, data regarding the characteristics of respondents in this study were obtained. The majority of respondents were male as much as 75% and over 35 years old, as much as 50%. Respondents in this study were mostly with an undergraduate education level, as much as 44% and worked for over 10 years as much as 75%.

Outer Loadings

All reflective indicators on the Work Life Balance (X_1), Workload (X_2), and Work Stress (Y) variables, show factor loading (original sample) greater than 0.50 and or significant (T-Statistic value is more than the Z value $\alpha = 0.05$ (5%) = 1.96), thus indicating that the estimates of all indicators have met convergent validity or good validity.

Cross Loading

All loading factor values on each indicator both on the Work Life Balance (X_1), Workload (X_2), and Work Stress (Y) variables, show a loading factor value that is greater than the loading factor indicators of other variables, so it can be said that all indicators in this study have fulfilled their validity or good validity.

Discriminant Validity

The results of the AVE test for the Work Life Balance variable (X_1) is 0.867343, the Workload variable (X_2) is 0.666275, and Work Stress (Y) is 0.667871. The three variables have values higher than 0.5, so overall the variables in this study can be said to have good validity.

Composite Reliability

The results of Composite Reliability test show that the Work Life Balance variable (X_1) is 0.951460, the Workload variable (X_2) is 0.856922, and Work Stress (Y) is 0.923440. The three variables have a Composite Reliability value above 0.70, so it can be said that all variables in this study are reliable.

Latent Variable Correlations

The average correlation value between variables indicates moderate correlation value. The highest correlation value is between the Workload variable (X_2) and Work Stress (Y) at 0.880524. This also means that among the variables in the research model, the relationship between the Workload variable (X_2) and Work Stress (Y) shows a stronger relationship than the relationship between other variables. It can be interpreted that in this research model, the high and low level of Work Stress is more influenced by the Workload variable than the Work Life Balance variable.

R-Square

Table 1. R-Square

	R-Square
X₁	
X₂	
Y	0,795436

Source: Data Processing Results (2023)

The value of $R^2 = 0.795436$. It can be interpreted that the model is able to explain the phenomenon of Work Stress which is influenced by independent variables including Work Life Balance and Workload with a variance of 79.54%, while the remaining 20.46% is explained by other variables outside of this study (other than Work Life Balance and Workload).

PLS Model Analysis

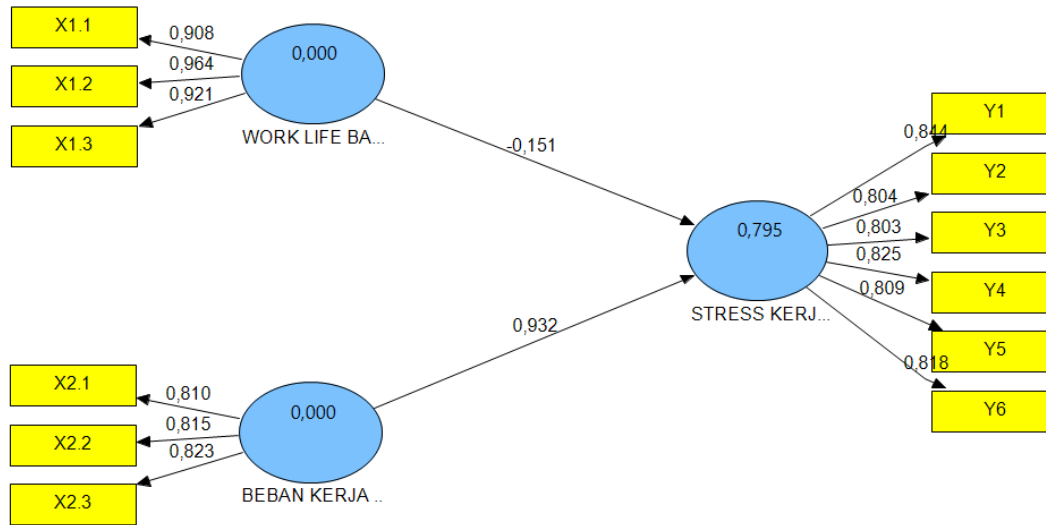


Figure 1. Outer Model

Source: Data processing, Smart PLS output

From the PLS output image above, it can be seen the magnitude of the factor loading value of each indicator located above the arrow between the variable and the indicator. It can also be seen the magnitude of the path coefficients above the arrow line between the exogenous variable and the endogenous variable. In addition, it can also be seen the magnitude of the R-Square which is located inside the circle of the endogenous variable (Work Stress variable).

Hypothesis Testing

Table 2. Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
$X_1 \rightarrow (Y)$	-0,150712	-0,147599	0,061010	2,470271	0,015
$X_2 \rightarrow (Y)$	0,931520	0,932214	0,021993	42,354421	0,000

Source: Data Processing Results (2023)

From the table above, it can be concluded that the hypothesis which states:

1. Work Life Balance has a negative effect on Work Stress of PT PLN (Persero) UP3 Madiun employees can be accepted, with path coefficients -0.150712, and T-Statistic value 2.470271 > 1.96 (from table value $Z\alpha = 0.05$) or P-Value 0.015 < 0.05, with significant (negative) results.
2. Workload has a positive effect on Work Stress of PT PLN (Persero) UP3 Madiun employees can be accepted, with path coefficients 0.931520, and a T-Statistic value 42.354421 > 1.96 (from the table value $Z\alpha = 0.05$) or a P-Value of 0.000 < 0.05, with significant (positive) results.

The Effect of Work Life Balance on Work Stress

Work Life Balance has a significant negative effect on Work Stress of PT PLN (Persero) UP3 Madiun employees. This indicates that the better the Work Life Balance in a company, the employee's Work Stress level will decrease. Conversely, if Work Life Balance in a company is low, then Work Stress will be high. The indicator that has the highest influence is the balance of involvement. This suggest that employees want a balance of involvement in the company, meaning that employees need a time limit for overtime. Therefore, by changing the overtime schedule or implementing shift rotations, employees have time for their personal and family life, and it is expected that work stress in employees will be reduced. Work life balance is really needed by employees, and companies should also pay attention to the balance of employees' lives in order to reduce work stress.

This study is consistent with the research conducted by Piscesta et al., (2022), Wirawan (2022), and Sitanggang & Ikham W (2021) which revealed that Work Life Balance has a significant negative impact on work stress. This means that work life balance is a factor that can influence work stress.

The Effect of Workload on Work Stress

Workload has a significant positive effect on Work Stress of PT PLN (Persero) UP3 Madiun employees. This indicates that the more workload, the level of employee work stress will also increase. Based on the analysis results, the indicator that has the most influence on Work Stress is the target that must be achieved. The target given by PT PLN (Persero) UP3 Madiun is quite large for their employees. Employees are often faced with the problem of completing two or more jobs that must be completed simultaneously. This certainly requires time, energy, and other resources to complete it. The existence of a burden with very limited resources causes employees to be depressed and can lead to work stress. However, with the company's well-qualified employees, they are able to achieve the amount of targets that have been given.

The results of this study are in line with research conducted by Ariyanti (2022), Faizhana (2022), Wulandari et al., (2023), and Hermanto et al., (2022) which show that workload has a positive and significant effect on work stress.

CONCLUSIONS

Work Life Balance and Workload are able to influence the Work Stress of PT PLN (Persero) UP3 Madiun employees. It is expected that the company can organize overtime schedules for employees. With the arrangement of overtime schedule, employees can spend time for their personal and family life. In addition, it is also expected that the company evaluate the workload with the ability or capacity concerned

and hold job specifications. Provide continuous development and training so that employees can optimize their time at work and can achieve the targets given by the company. Due to the limitations of this study, it is hoped that other researchers can add other variables such as Occupational Health and Safety, Work Motivation, Organizational Culture and use other indicators, so that there can be a comparison between this research and further research.

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