



International Journal of Multidisciplinary Research and Literature
IJOMRAL

Vol. 4, No. 5, September 2025 pp. 825-835
Journal Page is available at <http://ijomral.esc-id.org/index.php/home>



THE EFFECT OF WORKLOAD AND JOB STRESS ON EMPLOYEE PERFORMANCE AT PT DELLIFOOD SENTOSA CORPINDO, TANGERANG REGENCY

Enjah Pipit Fitriyadi^{1*}, Angga Juanda², Hadi Supratikta³

^{1,2,3}Faculty of Economics and Business, Pamulang University, Indonesia

Corresponding Email: dosen02240@unpam.ac.id¹

Abstract

This study aims to determine the effect of Workload and Job Stress on the performance of PT Dellifood Sentosa Corpindo employees. The research method used is quantitative. The population in this study was 355 employees of PT Dellifood Sentosa Corpindo. PT Dellifood Sentosa Corpindo with a sample of 75 respondents taken using the Slovin sampling technique. The data collection technique used a questionnaire. The data analysis method used simple and multiple linear regression tests, correlation coefficients, coefficients of determination, partial t-tests, and simultaneous f-tests. The results of this study indicate that: there is an effect of Workload on the performance of PT Dellifood Sentosa Corpindo employees. This can be proven from the simple linear regression equation $Y = 15.095 + 0.672 X_1$. The correlation value is 0.776 (strong). The coefficient of determination is 60.3%. The calculated t value for Workload is $10.522 > t$ table of 1.993 with a significance of $0.000 < 0.05$. There is an influence of Job Stress on the performance of PT Dellifood Sentosa Corpindo employees. This can be proven from the simple linear regression equation $Y = 6.438 + 0.825 X_2$. The correlation value is 0.901 (very strong). The coefficient of determination is 81.2%. t count $> t$ table or ($17.780 > 1.993$) with a significance of $0.000 < 0.05$. Simultaneously, there is an influence of Workload and Job Stress on PT Dellifood Sentosa Corpindo. This is proven from the multiple linear regression equation $Y = 5.708 + 0.203X_1 + 0.664X_2$. The correlation value is 0.915 (very strong). The coefficient of determination is 83.7%. The calculated F value $> F$ table or ($184.756 > 3.12$) with a significance level of $0.000 < 0.05$.

Keywords: Workload, Job Stress, Employee Performance.

INTRODUCTION

Human resources are a company's most important asset due to their role as the implementer of company policies and operational activities. Company resources, such as capital, methods, and machinery, cannot deliver optimal results without the support of high-performing human resources. Hartatik (2014:376) states that “training and development are often carried out by recruits, both new and existing employees, as an effort to improve employee performance.”

According to Syamsuddinnor (2014:44), “human resources are one of the primary assets in an organization, providing invaluable contributions to the strategy for achieving organizational goals.” One example of the importance of human resources in a company can be seen in the production process. Even if a company has strong finances, sufficient raw materials, and the latest technology, but lacks qualified human resources, the production process will not run smoothly.

Good performance is performance that meets organizational standards and supports the achievement of organizational goals. A good organization strives to improve the capabilities of its human

resources, as this is the key to improving employee performance. Improving employee performance will bring progress to an organization, enabling it to survive in a competitive and stressful workplace, especially for organizations tasked with maintaining security in unstable regions. Employees in the civil service sector, as law enforcement officers, are required to work effectively and efficiently to maximize their core duties, functions, and roles. Organizations must be able to build and improve performance within their environment.

According to Handoko in Murty (2016:532), “employee performance is crucial for an organization. To achieve its goals, various policies must be implemented to improve employee performance. “According to Griffin in Sinambela (2016:481), “performance is the total collection of work performed by an employee.” According to Hadari in Maulana (2015:76), “employee performance is the result of carrying out a job.”

The above explanation suggests that every company must pay attention to employee performance. According to Mangkunegara (2017:9), “employee performance is the quality and quantity of results achieved by an employee in carrying out their duties in accordance with their assigned responsibilities.” Therefore, employee performance has a very big influence on the progress of a company.

Work stress is a natural state, occurring within humans as a response and part of daily life, especially in the current era of advancement in all fields, where we face demanding activities and busy schedules. On the one hand, working hours in organizational units are increasing. Stress can originate from both within and outside the individual. Stress is a psychological state caused by internal and external situations, both within and outside the workload.

This stress must be avoided, as it can indicate a decline in employee performance. Therefore, to improve employee performance, companies can do this by providing workloads to their employees, thereby improving their performance. Workload and performance are two constructive and correlated elements. Both require each other and cannot be separated.

LITERATURE REVIEW

Workload is a collection or number of tasks assigned by management to an employee that must be completed by an organizational unit or position holder within a specific timeframe. Analyzing workload is the process of determining the amount of human resources employed to complete a task within a specific timeframe, not just the workload related to the quality and quantity of products produced by each employee. Here are some definitions of workload from various experts:

According to Munandar (2014:20), “Workload is the tasks assigned to workers or employees to be completed within a specific timeframe, utilizing their skills and potential.” According to Mudayana in Ahmad Hannani (2016:4), “Workload arises from the interaction between task demands, the work

environment where employees are employed as coworkers, and the skills, behaviors, and perceptions of the employee.” According to Siswanto in Nova Ellyzar (2017:38), “Workload is a number of activities that must be completed by an organizational unit or position holder systematically using job analysis techniques, workload analysis techniques, or other management techniques within a certain time period to obtain information on the efficiency and effectiveness of an organizational unit's work.” According to Munandar (2014:20), “Workload is the tasks assigned to workers or employees to be completed within a certain time period using the skills and potential of the workforce.” According to Hart and Staveland in Tarwaka (2015:106), “workload is something that arises from the interaction between task demands, the work environment where the work is used as a place of work, the skills, behaviors, and perceptions of the worker.” Meanwhile, according to Vanchapo (2020:1), workload is a process or activity that must be completed immediately by a worker within a certain time period. Thus, the definition of workload is a process carried out by a person in completing the tasks of a job or group of positions carried out under normal circumstances within a certain time period.

Minister of Home Affairs Regulation No. 12/2008 in Sitepu (2015) states that workload is the amount of work required by a position or organizational unit and is the product of work volume and time standards. Meanwhile, according to Munandar (2018:383), workload is a condition of a job, with its task descriptions, that must be completed within a specific time limit.

According to Meshkati in Tarwaka (2015:45), workload can be defined as the difference between a worker's capacity or ability and the demands of the job. Given that human work is both mental and physical, each has a different level of workload. Furthermore, it is stated that measuring workload is a management technique for obtaining job information through analytical research and assessment. This job information is intended to serve as a basis for improving the apparatus in the institutional, administrative, and human resource fields.

Stress is the inability to cope with threats faced by a person mentally, physically, emotionally, and spiritually, which can ultimately affect their physical health. Stress is our perception of situations or conditions within our own environment. Another definition states that stress is a state of tension that affects a person's emotions, thought processes, and condition.

According to Robbins and Judge (2015:368), work stress is a dynamic condition in which an individual is faced with opportunities, demands, or resources related to their desires and whose outcomes are perceived as uncertain and important. Ivanko, in Hamali (2018:241), states, “Work stress is the internal and external conditions that create stressful situations, and the symptoms are experienced by everyone who experiences stress.”

According to King (in Asih et al., 2018:2), “Work stress is a state of tension that creates physical and psychological imbalances, affecting an employee's emotions, thought processes, and condition. Job stress is the experience of work-related stress.”

Stress is an adaptive response to external situations that results in physical, psychological, and/or behavioral deviations in an organization's employees. The above conclusion indicates the existence of certain environmental conditions that are potential sources of stress. According to Veithzal Rivai Zainal et al. (2015:724), work stress is a state of tension that creates a physical and psychological imbalance, affecting an employee's emotions, thought processes, and overall well-being.

According to Triatna (2015:139), stress is a state in which an individual's physical and/or psychological condition is subjected to internal or external disturbances, resulting in tension and the emergence of unusual behavior (categorized as deviant), whether physical, social, or psychological. Robbins and Judge (2017:597) further define job stress as: “A dynamic condition in which an individual is confronted with opportunities, demands, or resources related to environmental conditions, organizational conditions, and the individual.” Meanwhile, Hasibuan (2018:204) argues that job stress is a condition that affects a person's emotions, thought processes, and condition. Stressed individuals become nervous and experience chronic anxiety.

According to Greenberg (in Setiyana, 2015:384), job stress is a construct that is very difficult to define. Job stress occurs in individuals, where they run away from problems. Since some workers bring their work levels to stressful tendencies, job stress is a combination of sources of stress at work, individual characteristics, and stressors outside the organization. Job stress is a condition of tension that creates a physical and psychological imbalance, which affects an employee's emotions, thought processes, and condition.

Job stress can be defined as a source of stress or work stressor that causes individual reactions in the form of physiological, psychological, and behavioral reactions. The work environment has the potential to be a job stressor. A job stressor is any condition Work that employees perceive as demanding and can lead to work stress, Waluyo (2015:79) explains.

Performance is the results achieved by an individual according to the applicable standards for the job in question. Performance is a record of the outcomes resulting from a specific employee function or activity performed over a specific period of time. Performance can be defined as the results achieved by an individual according to the applicable standards for the job in question. Individual performance is the foundation of organizational performance. A crucial factor in an organization's success is having capable, skilled employees with high work ethic, thus achieving satisfactory work results.

Robbins (2016:260) defines performance as the results achieved by employees in their work according to specific criteria applicable to a particular job. In reality, not all employees have the abilities,

skills, and work ethic that align with organizational expectations. An employee who possesses abilities that meet organizational expectations sometimes lacks high work ethic, resulting in performance that does not meet expectations (Pasaribu and Krisnaldy, 2020:87).

According to Mangkunegara (2016:67) the term performance comes from the word job performance or Actual Performance (work performance or actual achievement achieved by someone). Employee Performance is the result in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him (Mangkunegara, 2016:67). Meanwhile, quoted by Rivai in Sandy (2015:12) said the definition of Employee Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance and agreed upon together.

METHOD

This type of research is quantitative, according to Sugiyono (2018:8) quantitative research is: “A research method based on the philosophy of positivism, used to research certain populations or samples, data collection using research instruments, quantitative or statistical data analysis, with the aim of testing predetermined hypotheses”. This research is an empirical study that aims to test the influence of Workload and Job Stress on employee performance.

To evaluate data consistency or the relationship between independent and dependent variables, the classical assumption test is applied. This allows for more effective, accurate interpretation of analysis results, without the flaws caused by traditional assumptions or questions about the suitability of the collected data for future research purposes.

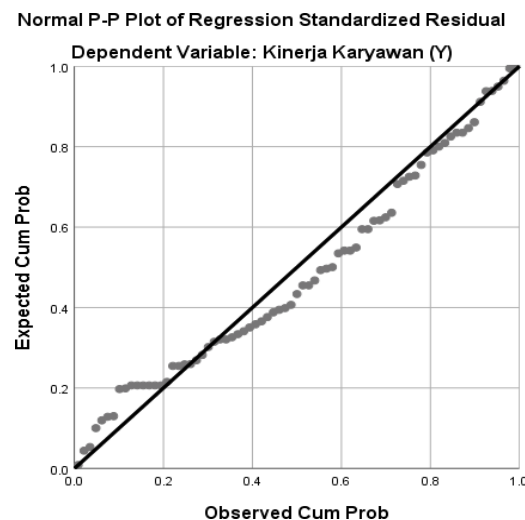


Figure 1 Probability Plot Graph of Normality Test Results.

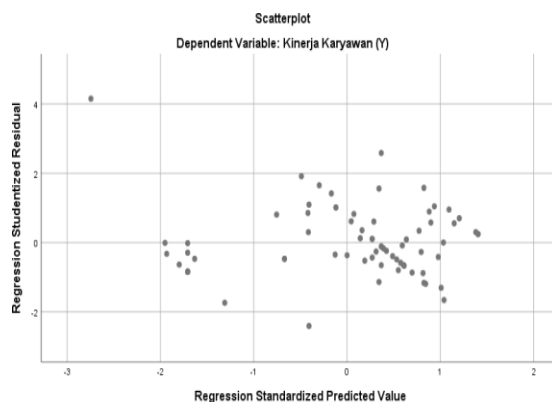


Figure 2. Scatter plot graph of heteroscedasticity test results

The scatterplot graph in Figure 4.3 shows no discernible pattern or distribution between the points. Therefore, the regression model can be considered suitable for use as research data because it does not exhibit heteroscedasticity.

RESULTS AND DISCUSSION

Hypothesis testing

Partial Hypothesis Testing (t-Test)

The purpose of a statistical test (t-test) is to show the level of impact of an individual independent variable when explaining the variation of a dependent variable or to test the independent variable using partial methods. The t-table can be viewed at $df = (n-2)$, which is $(75-2 = 73) = 1.993$.

Table 1. Hypothesis Test Results (t-Test) of Workload Variable (X1) on Employee Performance (Y)

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	15.095	2.220		6.800
	Beban Kerja (X1)	.672	.064	.776	10.522
a. Dependent Variable: Kinerja Karyawan (Y)					

Hypothesis 1 testing: Employee performance is positively and significantly affected by workload. Based on the previous table, the calculated t value is greater than the t table ($10,522 > 1.993$), and the significance value is < 0.05 , namely 0.0. This explains that the performance of all employees and workload have a significant impact.

Table 2. Hypothesis Test Results (t-Test) of the Job Stress Variable (X2) on Employee Performance (Y).

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.438	1.799		3.578	.001
	Stres Kerja (X2)	.825	.046	.901	17.780	.000
a. Dependent Variable: Kinerja Karyawan(Y)						

Hypothesis 2 test results: employee performance is positively and significantly affected by Job Stress. According to Table 4.29, the calculated t value is > t table ($17.780 > 1.993$), and the significance value is < 0.05, namely (0.000). Therefore, H0 is not accepted and H2 is accepted, this explains that there is a very large impact between Job Stress and Employee Performance.

Table 3

Results of Simultaneous Hypothesis Testing (F Test) of Workload (X1) and Work Stress (X2) on Employee Performance (Y)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5181.632	2	2590.816	184.756	.000 ^b
	Residual	1009.648	72	14.023		
	Total	6191.280	74			
a. Dependent Variable: Kinerja Karyawan (Y)						
b. Predictors: (Constant), Stres Kerja (X2), Beban Kerja (X1)						

The discussion resulted in a calculated F value > F table ($184.756 > 3.12$) in accordance with the test results displayed in the previous table. A significance value of $0.000 < 0.05$ was achieved with a significance threshold of 0.050, which proves that the proposed hypothesis is accurate and there is a simultaneous influence.

Discussion of Research Findings

The next step after obtaining the findings of this study was to analyze the accuracy of the data generated. This can explain the results of the study, with sufficient accuracy, in describing the effects of Workload and Job Stress on Employee Performance. The following is a discussion of the results of this study:

Workload (X1) significantly influences employee performance (Y).

This analysis yielded a regression equation of $Y = 15.095 + 0.672X$. It can be seen that, assuming this constant holds and the Workload variable data remains unchanged, each one-unit change in the Workload variable can have an effect on increasing Employee Performance by 0.672. The strong relationship between the two variables is demonstrated by a correlation coefficient of 0.776. Employee

performance measures are influenced by the Workload variable by 60.3%, with a coefficient of determination of 0.603. The remaining 39.7% are influenced by factors not considered by the researcher (100–60.3%). The calculated t-value for Workload, 10.522, is higher than the t-value of 1.993 based on the hypothesis test results. Furthermore, the Workload variable's t-test sig. α showed a value of $0.000 < 0.05$, thus rejecting H_0 and rejecting H_1 .

Furthermore, the Workload variable also yielded a sig. α result for the t-test of $0.000 < 0.05$, compared to the t-table value of 1.993. This rejects H_0 and accepts H_1 . This provides strong evidence that employee workload has a significant impact on employee performance at PT Dellifood Sentosa Corpindo.

These results support previous research by Ading Sunarto (2020), which showed that workload has a positive effect on employee performance at PT Mitsui Leasing Capital Indonesia. Research conducted by Tifani Nur Adinda, Muhamad Aziz Firdaus, and Syahrums Agung (2023) concluded that there is a positive and significant influence between Workload and employee performance at PT Antam Tbk (UBPE) Pongkor.

Job Stress (X_2) significantly influences employee performance (Y).

The previous analysis yielded a regression equation of $Y = 6.438 + 0.825X_2$. If there is a positive and consistent relationship between the Work Stress variable and the statistics, employee performance will increase by 0.825 for each unit change in the Work Stress variable. The correlation coefficient of 0.901 indicates a strong relationship between the two variables. The determination value of 0.812 indicates that the Workload variable influences employee performance metrics by 81.2%; the remaining 18.8% is influenced by factors not considered by the researcher (100–81.2%). The hypothesis test findings show that the calculated t-value is greater than the t-table ($17.780 > 1.993$) and the significance value is lower than 0.05 or 0.000. Thus, H_0 is rejected and H_2 is accepted, this proves that Job Stress at PT. Dellifood Sentosa Corpindo has a significant impact on employee performance.

The results of this study are supported by previous research conducted by I Nyoman Mayasa, Anggi Faradila (2019). From the results of the study, it can be concluded that the Job Stress variable has a positive and significant influence on employee performance at PT Bank Dinar Indonesia. Research conducted by Muhamad Ekhsan (2019). Based on this study, it can be concluded that Job Stress has a significant positive effect on employee performance.

Workload (X_1) and Job Stress (X_2) significantly influence employee performance (Y)

The regression equation $Y = 5.708 + 0.203X_1 + 0.664X_2$ illustrates that, according to the research results, Job Stress (X_2) and Workload (X_1) have a beneficial impact on employee performance (Y). The correlation coefficient value of 0.915, which shows the magnitude of the influence of the independent factor and the dependent variable, proves that there is a significant relationship between the variables of

Job Stress and Workload on employee performance. The determination value shows an R^2 of 0.837, equivalent to 83.7%. This confirms that the factors of Workload and Job Stress have an 83.7% transfer impact on the variation in employee performance variables. Furthermore, other variables contribute a difference of 16.35%. The calculated F value of 184.756 is higher than the critical F table value of 3.12 determined through hypothesis testing. Therefore, the null hypothesis (H_0) is not accepted and the alternative hypothesis (H_3) is accepted. This finding confirms that Workload and Job Stress have a very high and simultaneous impact on the performance of PT. Dellifood Sentosa Corpindo employees.

The results of this study are supported by previous research conducted by M. Effendi, Febrie Yogie (2019), Researchers concluded that there is a simultaneous influence between Workload and Job Stress on employee performance at PT PP London Sumatera Indonesia Tbk. Further research by Puan Puteri Halimatussa'diah, Dede Andi (2022), Based on the results of this study, Workload and Job Stress have a positive and significant effect on employee performance.

CONCLUSION

Based on the discussion and research results regarding the impact of Workload and Job Stress on employee performance at PT Dellifood Sentosa Corpindo in Tangerang Regency, as previously described, this study draws the following conclusions:

The impact of Workload (X_1) on employee performance (Y) is demonstrated by a simple linear regression equation of $Y = 15.095 + 0.672 X_1$. This is evidenced by the calculated t value $> t$ table ($10.522 > 1.993$). Furthermore, these results are supported by the significant value of α for the Workload variable, which is $0.000 < 0.05$. Therefore, H_0 is rejected and H_1 is supported. This means that Workload has a significant effect on employee performance. The impact of Work Stress (X_2) on employee performance (Y) is demonstrated by a simple linear regression equation of $Y = 6.438 + 0.825 X_2$. This is proven by the calculated $t > t$ table or ($17.780 > 1.993$), in addition to these results are also strengthened by the results of sig α for the Job Stress variable is $0.000 < 0.05$. Thus, H_0 is rejected and H_2 is accepted, this indicates that Job Stress has a significant influence on employee performance.

The effect of Workload (X_1) and Job Stress (X_2) on employee performance (Y), is shown by the multiple linear regression equation $Y = 5.708 + 0.203X_1 + 0.664X_2$. This confirms that the calculated $F > F$ table and ($184.756 > 3.12$), this is also strengthened by the results of the significance value obtained the significance value is $0.000 < 0.05$, thus H_0 is rejected and H_3 is accepted, this indicates that there is a significant influence simultaneously between Workload and Job Stress on employee performance.

In this study, the researcher recognizes that there are still many limitations and shortcomings that require further improvement and development for further research. Therefore, this research can be used as

input and a reference for future research related to the issues addressed in this study. Some limitations in this study include:

The information obtained from respondents sometimes does not reflect the actual situation due to the possibility of differing opinions, thoughts, assumptions, and understandings among respondents. This becomes an important aspect of honesty in the information provided in the questionnaire. The time limit is a limitation of this study, which prevented the researcher from having more time to develop a more in-depth and broader research scope. Many factors can influence employee performance in taking organizational action. One important factor examined in this study is Workload and Job Stress. Other factors that could have an influence or impact are not included in this research/study.

This study found that workload and job stress play a significant role in motivating employees to work. Based on the conclusions of the previous study, it is possible to provide the following recommendations:

According to the questionnaire results for the Workload variable, the statement with the lowest average rating, "The company provides appropriate work equipment to ensure employee safety," received only a score of 2.25. Therefore, it is hoped that in the future, the company will provide appropriate work equipment to ensure employee safety to minimize workplace accidents. According to the questionnaire results for the Job Stress variable, the statement with the lowest average rating, "I always arrive early to work," received only a score of 3.63. Therefore, it is hoped that in the future, the company can provide additional rewards to encourage employees to arrive early.

According to the questionnaire results for the employee performance variable, the statement with the lowest average rating, "I am able to achieve the work targets set by the company," received only a score of 3.56. Therefore, it is hoped that in the future, companies will appreciate employees by adding bonuses so that they are able to exceed their work achievements in order to encourage employees to achieve company targets.

REFERENCES

- AA. Anwar Prabu Mangkunegara, 2015, *Manajemen Sumber Daya Manusia Perusahaan*, Remaja Rosdakarya, Bandung.
- A.A. Anwar Prabu Mangkunegara. 2017. *Manajemen Sumber Daya Manusia Perusahaan*, Bandung : Remaja Rosdakarya.
- Ahmad Hannani. 2016. Pengaruh Beban Kerja, Kepuasan, Fasilitas Terhadap Kinerja Perawat Di Ruang Perawatan Mawar Lantai II Rumah Sakit Umum Wisata UTT Makasar. *Jurnal Mirai Manajemen*. Vol. 01, No. 02. Di akses 10 April 2018 [http:// journal.stieamkop.ac](http://journal.stieamkop.ac)
- Bintoro dan Daryanto. 2017. *Manajemen Penilaian Kinerja Karyawan*. Cetakan 1. Yogyakarta : Gava Media.
- Damayanti, A. P., Susilaningsih, & Sumaryati, S. 2015. Pengaruh Kompensasi dan Beban Kerja Terhadap Kinerja Karyawan Perusahaan Daerah Air Minum (PDAM) Surakarta.
- Gaol L, Jimmy. 2014. *A to Z Human Capital: Manajemen Sumber Daya Manusia*. PT. Grasindo :

- Jakarta.
- Hamali, Arif Yusuf. 2018. *Pemahaman Manajemen Sumber Daya Manusia*. Jakarta : PT. Buku Seru
- Handoko, T. Hani. 2014. *Manajemen Personalia dan Sumber Daya Manusia*. BPFE, Yogyakarta.
- Herman Sofyandi. 2018. *Manajemen Sumber Daya Manusia*. Yogyakarta: Graha Ilmu.
- Hasibuan, Malayu SP. (2014). *Manajemen Sumber Daya Manusia*, Cetakan keempatbelas, Jakarta, Penerbit : Bumi Aksara
- Handoko, T. Hani. 2016. *Manajemen*. Yogyakarta : BPFE Hartatik. (2014). *Mengembangkan SDM (I)*. Jogjakarta: Laksana
- Koesomowidjojo, Suci (2017). *Panduan Praktis Menyusun Analisis Beban Kerja*. Jakarta: Raih Asa Sukses
- Munandar, Ashar S. 2014. *Psikologi Industri dan Organisasi*. Penerbit Universitas Indonesia (UI-Press). Jakarta